حكومة دبي
GOVERNMENT OF DUBAI

هيئة كهرباء ومياه دبي
Dubai Electricity & Water Authority

DEWA PJSC INTEGRATED REPORT 2024

Sheikh Zayed bin Sultan Al Nahyan, may his soul rest in peace

Founder of the UAE (1918 - 2004)

The UAE will continue to play a leading role in shaping initiatives which serve humanity and help to achieve stability, prosperity and sustainable development.

His Highness
Sheikh Mohamed bin Zayed Al Nahyan

President of the United Arab Emirates

We have developed a sustainable infrastructure that will serve new generations. This infrastructure has been built by young Emiratis who will lead our country through the next phase of growth. We are proud of our nation's advancements in clean energy and green economy.

His Highness
Sheikh Mohammed bin Rashid Al Maktoum

Vice President and Prime Minister of the UAE and Ruler of Dubai

His Highness

Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum

Crown Prince of Dubai, Deputy Prime Minister and Minister of Defence of the UAE,
and Chairman of the Executive Council of Dubai

His Highness

Sheikh Maktoum bin Mohammed bin Rashid Al Maktoum

First Deputy Ruler of Dubai, Deputy Prime Minister and Minister of Finance

TABLE OF CONTENTS

CHAIRMAN'S MESSAGE

HE MATAR HUMAID AL TAYER
Chairman of Dubai Electricity and Water Authority (DEWA)

As a globally leading sustainable innovative corporation committed to achieving net-zero by 2050, Dubai Electricity & Water Authority (DEWA PJSC) plays a prominent role in achieving Dubai's vision for a sustainable future. The year 2024 was declared the "Year of Sustainability" and witnessed pivotal climate action initiatives in the country. Inspired by the vision of His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of UAE and Ruler of Dubai, DEWA has launched large scale, cost-effective renewable projects to generate power and desalinate water to satisfy the demand of a growing population. DEWA's 1800 MW Solar PV and the 180 MIGD reverse osmosis water desalination plants, under construction at this stage, are outstanding examples of our alignment to the green energy strategy. We are also exploring the potential of Green Hydrogen, produced with the help of solar energy.

DEWA continues to excel as a global model of efficiency, reliability and innovation. In 2024 we achieved a world-leading Transmission and Distribution electricity loss rate of 2%, significantly outperforming the global average of 6% to 7%. Our water network loss rate was also the lowest globally at 4.5%. Additionally, DEWA achieved a world record low Customer Minutes lost rate of 0.94 minutes per customer per year, setting a global benchmark compared to the 15 minutes average in the European Union.

In 2024 DEWA's total installed capacity grew to 17,179 MW of electricity and 495 MIGD of desalinated water. The Mohammed bin Rashid Al Maktoum Solar Park, based on independent power producer model and with a planned capacity of 7,260 MW by 2030, stands as a testament to Dubai's clean energy leadership. Upon completion, it will reduce about eight million tonnes of carbon emissions every year.

We have ended the year with record revenues, operating profits and a healthy balance sheet. I am confident that by developing sustainable technologies and harnessing artificial intelligence, DEWA will continue to deliver strong earnings and retain its position among leading world utilities.

I would like to thank our valued shareholders for their trust and extend my sincere thanks to the management team and staff for their successful efforts and to all stakeholders for their contribution to the distinguished results achieved by DEWA during the year.

Matar Humaid Al Tayer

Chairman of the Board

MD & CEO MESSAGE

HE SAEED MOHAMMED AL TAYER
MD & CEO,
Dubai Electricity and Water Authority (DEWA)

We are committed to the high standards of excellence and sustainability inspired by His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, and the directives of His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai, Deputy Prime Minister and Minister of Defence of the UAE, and Chairman of The Executive Council of Dubai, and His Highness Sheikh Maktoum bin Mohammed bin Rashid Al Maktoum, First Deputy Ruler of Dubai, Deputy Prime Minister and Minister of Finance of the UAE. With their guidance, Dubai Electricity and Water Authority (DEWA PJSC) looks forward to playing a decisive role in Dubai's continued progress.

2024 was a remarkable year for DEWA in terms of efficiency, sustainability and financial results. Group revenues exceeded AED 30 billion for the first time, EBITDA reached AED 15.7 billion and Operating profit was AED 9.3 billion. Demand for our electricity, water and cooling services is growing consistently, reflecting a robust growth in the Emirate. At the end of 2024, electricity & water accounts exceed 1.27 million, which is nearly 5% more than the previous year.

Sustainability and good corporate governance are the cornerstone of our operations and processes. Our installed capacity grew to 17,179 MW in 2024 out of which 3,060 MW (18%) is clean energy and we are firmly on track to realise Dubai's Net Zero carbon emission by 2050 goal, when 100% of the Emirate's energy production will be from clean sources. In this context, the prestigious Mohammed bin Rashid Al Maktoum Solar Park with planned capacity of 7260 MW by 2030 and the world's largest single site solar park, has an outstanding role. DEWA has also installed MENA region's first green hydrogen project that uses solar energy and promotes sustainable transport and reduces greenhouse emissions. DEWA built 40 MIGD capacity seawater reverse osmosis (SWRO) plant and commenced construction of 180 MIGD SWRO under IWP model, which are both efficient and green.

In 2024, we invested over AED 11 billion to expand the infrastructure in Dubai built over the years at a cumulative cost of over AED 225 billion. The resilience of our network is demonstrated by world benchmarks set for Electricity Line Losses (2%), Water Line Losses (4.5%) and Customer Minutes Lost (CML) of less than a minute per customer per year. Our investments in AI, Smart Grid and Digitalisation have contributed to deliver these outstanding results.

In all, DEWA is ranked first globally in 12 key utility operating benchmarks.

A total dividend of AED 1.34 billion was declared for 2024 in favor of DEWA by several subsidiary companies, which operate in sectors allied to our core activity. These companies are performing successfully and demonstrate promising growth prospects. We look ahead with determination and optimism to deliver on all our strategic initiatives, generate strong earnings, promote Dubai's image as a global hub of sustainability and excellence and enhance the wellbeing of our community and all stakeholders.

HE Saeed Mohammed Al Tayer

MD & CEO, Dubai Electricity and Water Authority (DEWA)

ABOUT DEWA PJSC

DEWA (PJSC) & ITS REPORTING PRACTICES

ABOUT DEWA

Dubai Electricity and Water Authority (DEWA) was established in January 1992 through a decree issued by the late Sheikh Maktoum bin Rashid Al Maktoum, following the merger of Dubai Electricity Company and Dubai Water Department. These two entities, initially founded in 1959 by the late Sheikh Rashid bin Saeed Al Maktoum, operated independently to meet the electricity and water needs of Dubai's citizens and residents, with full support from the Dubai Government.

Over the years, DEWA has achieved numerous milestones, positioning itself as one of the world's leading utilities. A significant achievement was recorded in April 2022 when DEWA was listed on the Dubai Financial Market (DFM), becoming the largest listed company by market value at AED 124 billion (USD 33.8 billion). This milestone was accomplished through the sale of 9 billion shares, representing 18% of its capital.

As Dubai's exclusive provider of electricity and water, as well as the primary supplier of cooling services, DEWA serves all people of Dubai and the daytime population across all consumption categories, including residential, commercial and industrial. As Dubai continues to grow, DEWA remains committed to meeting the increasing demand, as both resident and daytime population figures expected to rise substantially by 2040. As of the end of 2024, DEWA managed 1,270,285 customer accounts, with 58,810 new accounts added during the year.

Vision

A globally leading sustainable innovative corporation committed to achieving Net-Zero by 2050.

Mission

We are committed and aligned to Dubai's 8 Guiding Principles and 50-Year Charter supporting the UAE's directions through the delivery of global leading services and innovative energy and potable water solutions enriching lives and ensuring the happiness of our stakeholders, for a sustainable Net-Zero carbon 2050.

Motto

For generations to come

Values

- Stakeholder Happiness
- Sustainability
- Innovation
- Excellence
- Good Governance

Purpose

Providing globally leading sustainable, efficient, and reliable power and water services, and related innovative smart solutions towards Net-Zero future.

KEY HIGHLIGHTS IN 2024

- Carbon emissions reduced by 11.47 million tonnes between 2006 and 2024 due to improvements in production efficiency.
- World's lowest electricity customer minutes lost (CML) of 0.94 minutes per customer, as well as the lowest line losses in electricity (2%) and water (4.5%).
- Over 1.1 million smart water meters installed by the end of 2024, enhancing water network resilience.
- Highest annual power generation of 59.19TWh and desalinated water production of 150.48 BIG.
- Clean power generation of 6.62 TWh in 2024, which was DEWA's highest.
- Growth in demand for electricity (5.4%), water (5%), cooling services (7.4%) over the previous year.
- Electricity peak demand (10,763MW) and desalinated water daily peak demand (455.1 BIG) were 3.4% & 4.9% higher respectively, over the previous year.
- 52,296 new water connections and 48,746 new electricity connections implemented in 2024.
- Commissioned 30 MIG reservoir in Hatta at a cost of around AED 86 million.
- Potable water storage increased to 1.01 BIG.
- Twelve new 132 kV transmission substations commissioned in 2024.
- Financial close achieved for the 1,800MW Shuaa-4 Solar PV plant, now under construction. First energisation of Phase A completed, with the first 200MW connected to the grid.
- Financial close achieved for 180 MIGD reverse-osmosis plants, being built under IWPP model.
- IPP advisory service tender launched for Phase VII of the Mohammed bin Rashid Al Maktoum Solar Park (1,600MW from PV plus 1,000 MW/6-hours from BESS).
- Electric Vehicle (EV) charger network expanded to 408, with more than 700 charging stations across Dubai.
- Regulation & licensing framework established for EV charging infrastructure.
- MOU signed with Parkin to increase the number of 'EV Green Charger' stations in Dubai.
- Winner of the Smart Water Project of the Year Award 2024 at the Global Water Awards.
- AED 225 million saved over 10 years through DEWA's smart management of its water network.
- Winner of the prestigious Platts Global Energy award for the Mohammed bin Rashid Al Maktoum Solar Park.
- Winner of the Solar PACES Award for innovative implementation in Phase IV of the Mohammed bin Rashid Al Maktoum Solar Park.
- Winner of the Golden Peacock for excellence in governance.
- Winner of the Business Agility award from Agile Business Consortium.
- 100% score in International Digital Customer Experience (IDCXS).
- 33 international, regional and national awards in excellence.
- Winner of six awards at Dubai Government Excellence Awards 2024 (DGEP), maintaining its status in the 'Elite' category.
- Awarded a 10/10 score in smart app accessibility by the Dubai Digital Authority.
- Maintained zero cyber security breaches by strengthening cyber security infrastructure and capabilities.
- First Government entity in the country to obtain ISO/IEC TR 24028:2020 certification for trustworthiness in AI.
- Awarded the Sword of Honour (5 star) for health & safety by the British Safety Institute, as well as the Globe of Honour for Environmental compliance.
- More than 14 million online transactions completed in 2024 through DEWA's digital integrations and digital channels.
- Digital-first approach developed by DEWA's Research and Development (R&D) Centre to assess the condition of critical assets such as power transformers and overhead lines (OHL).
- Strategic collaboration agreement signed with ENOC for sale of green hydrogen gas.
- Revenue of AED 30.98 billion and EBITDA of AED 15.73 billion reported in DEWA's consolidated financial results for 2024.
- Dividend of AED 1.34 billion contributed by DEWA subsidiaries to parent company in 2024.

DEWA'S PORTFOLIO

DEWA's portfolio of subsidiaries encompasses a range of business interests that support its revenue diversifications goals and complement its core activity of producing and supplying electricity and water.

CORE PORTFOLIO

Empower is the world's largest district cooling services provider by connected capacity. It is 56% owned by DEWA and owns, manages, operates and maintains district cooling plants and affiliated distribution networks across Dubai.

Mai Dubai is a water bottling, manufacturing and distribution company, selling water within the UAE and other markets abroad. Mai Dubai, wholly owned by DEWA, commenced operations in 2014 and is currently the leading water-bottling company in the UAE for both distribution and sales.

Etihad ESCO is a wholly owned subsidiary of DEWA. It was established under a mandate from the Dubai Supreme Council of Energy to implement energy efficiency projects in Dubai. Etihad ESCO is a commercial energy services company, and its activities have been expanded to include solar PV projects, as well as electromechanical and facility management services. The company has successfully completed several significant building-retrofit projects for major public and private sector clients in the UAE.

Digital DEWA was created as a holding company to group several subsidiaries established by DEWA to align with and implement the Dubai 10X vision of HH Sheikh Mohammed bin Rashid Al Maktoum. Three companies currently operate under the Digital DEWA umbrella:

- **Moro (Data Hub Integrated Solutions)** is the backbone and core entity of Digital DEWA. The company provides data centre services, cloud solutions, hosting services, managed business solutions and managed IT services for DEWA and other external public and private organisations.

- **Digital X** was formed in October 2019 to offer digital services, resource augmentation, intelligent automation solutions, robotics and advanced data analytics solutions for optimal decision-making and mission-critical analytical modelling systems. Digital X supports companies in designing, implementing and managing technologies to enhance their business capabilities. It also accelerates digital transformation by building cutting-edge and easy-to-use systems powered by AI.

- **Infra X** was founded in October 2019. It focuses on connecting Digital DEWA's value-added services, such as data centres and cloud services, to customers. Infra X leverages DEWA's infrastructure to offer a secure, reliable and independent super-fast network to meet the future digital transformation demands. Infra X is the first non-telecom company in the UAE to receive a special-purpose IoT license from the Telecommunications and Digital Government Regulatory Authority (TDRA) to commercialise IoT networks and services. Additionally, Infra X partners with local service providers to provide 5G technologies.

IWPP PORTFOLIO

- **Shuaa Energy 1** is a solar photovoltaic independent power plant project with a contracted electricity generation capacity of 200 MW. Located in and constituting the second phase of the Mohammed bin Rashid Al Maktoum Solar Park, the project reached financial close in 2015 and is currently in the operation phase of its 25-year Power Purchase Agreement (PPA).

- **Shuaa Energy 2** is a solar photovoltaic independent power plant project with a contracted electricity generation capacity of 800 MW. It is located in and constitutes the third phase of the Mohammed bin Rashid Al Maktoum Solar Park. The project reached financial close in June 2017 and is currently in the operation phase of its 25-year PPA.

- **Shuaa Energy 3** is a solar photovoltaic independent power plant project with a contracted electricity generation capacity of 900 MW. Located in and constituting the fifth phase of the Mohammed bin Rashid Al Maktoum Solar Park, the project reached financial close in 2020 and is currently in the operation phase of its 25-year PPA.

- **Shuaa Energy 4** is a solar photovoltaic independent power plant project with a contracted electricity generation capacity of 1,800 MW, located in and constituting the sixth phase of the Mohammed bin Rashid Al Maktoum Solar Park. The project reached financial close in February 2024 and is currently in the construction phase of its 30-year PPA.

- **Noor Energy 1** is an independent power plant project with a 700 MW CSP and 250 MW PV contracted electricity generation capacity. Located in and constituting the fourth phase of the Mohammed bin Rashid Al Maktoum Solar Park, it is the world's largest single-site CSP plant using a combination of central tower and parabolic through CSP technologies. The project reached financial close in 2019 and commenced commercial operation in 2024.

- **Hassyan Energy 1** is an independent power producer project with a total electricity generation capacity of 2,400 MW. Initially designed to operate on dual fuel, DEWA as the Offtaker, decided in early 2022 that the plant would operate using exclusively on natural gas as the primary fuel. The project reached financial close in 2016 and is currently in the operation phase of its 25- year PPA.

- **Hassyan Water A** is a seawater reverse osmosis water desalination plant project with a contracted desalination capacity to deliver 180 MIGD. Designed to significantly enhance Dubai's water supply framework, the facility Utilising cutting-edge reverse osmosis technology, the facility is set to operate with high efficiency and a minimal ecological footprint by using renewable energy supplied by DEWA. The project is now in the construction phase, with a 25-year Water Purchase Agreement (WPA).

FINANCIAL COMPANIES PORTFOLIO

- **Dubai Green Fund Investments** is the first specialised green impact investment fund in the MENA region, 100% owned by DEWA. Its mandate is to invest in green projects and support Dubai's position as a global hub for the green economy. Dubai Green Fund's current portfolio of green investments is expected to save approximately 8.5 million metric tonnes of CO_2 emission annually over the next 30 years.

- **Forward Investments** is DEWA's corporate venture capital unit, established in 2020 to invest in renewable energy, distributed generation, energy storage, utility digitisation, smart technology and security, cleantech and other diversification opportunities aligned with DEWA's strategy. The company has made several successful investments across the United States and Asia.

- **Etihad Clean Energy Development Company** is a specialised investment vehicle established with the main objective of financing solar build-operate-transfer (BOT) projects executed by Etihad ESCO.

DEWA'S ECOSYSTEM

The DEWA ecosystem represents a dynamic and interconnected framework designed to ensure the organisation's sustainable success and adaptability in an ever-evolving environment. It is structured around five essential components that collectively support DEWA's strategic objectives and operational excellence:

1. **Core Business and Support Activities**: These elements form the operational backbone, enabling efficient service delivery and high standards of customer satisfaction.

2. **Extended Enterprises (Subsidiaries):** Subsidiaries expand DEWA's operational and innovative capabilities, allowing the organisation to diversify and adapt to emerging opportunities.

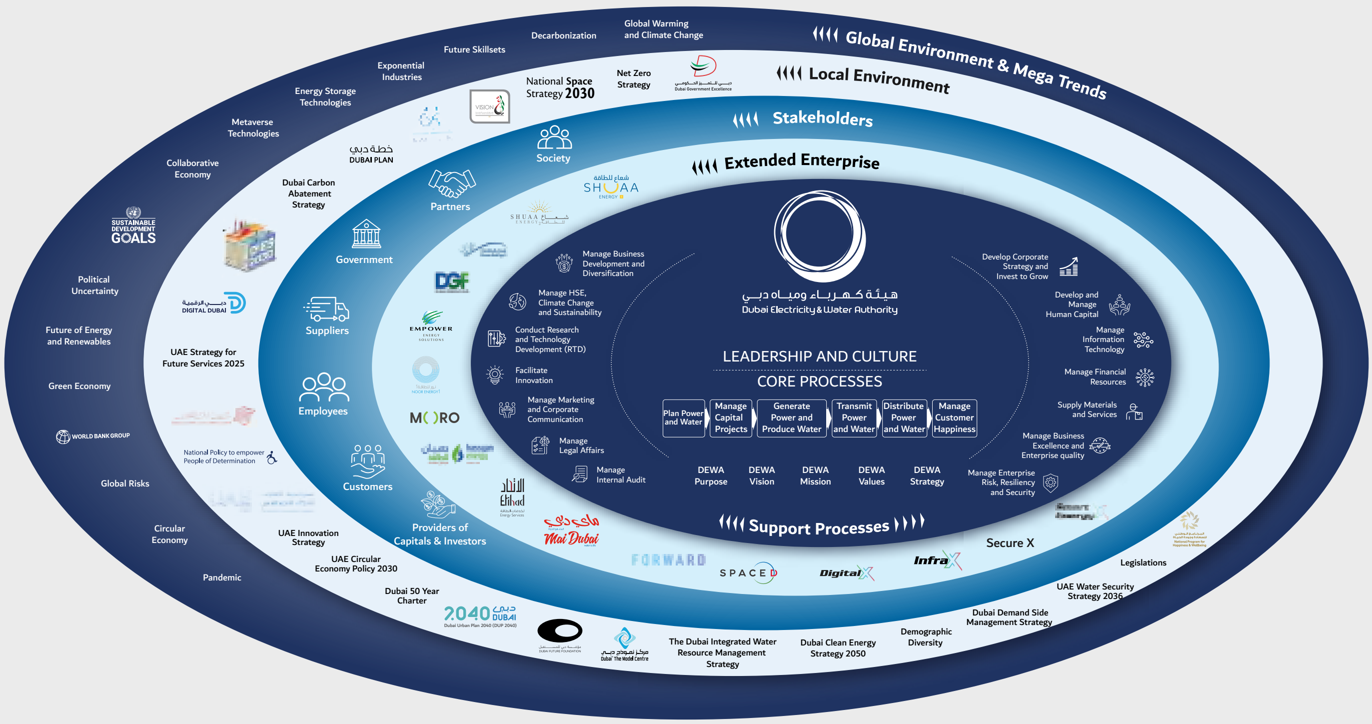
3. **Stakeholders:** Engagement with a wide range of stakeholders - customers, partners, regulators and employees - ensures alignment with their expectations and promotes mutual success.

4. **The Local Environment:** DEWA integrates its efforts with Dubai's priorities, contributing to local community development and sustainability while aligning with the Emirate's broader vision.

5. **The Global Environment and Megatrends:** By staying attuned to global trends and challenges, DEWA incorporates forward-looking strategies that address sustainability, innovation and transformation.

This ecosystem is more than a structural framework-it serves as a strategic enabler that facilitates the seamless integration of business processes, from planning to execution. Feedback mechanisms embedded within the ecosystem promote continuous improvement and foster a culture of innovation.

DEWA's management plays a pivotal role in harmonising these components, ensuring that they align with the organisation's vision and goals. This transformative leadership approach positions DEWA as a benchmark for excellence, enabling it to navigate complex challenges while delivering sustainable value to stakeholders and maintaining long-term relevance and success.



STRATEGY, POLICIES, & PRACTICES

STRATEGY

Strategically Driven

As UAE and Dubai continue to impress the world with sky-high aspirations and achievements, DEWA updates its strategy on an annual basis and continuously aligns itself with major global developments and national strategies, to ensure its effective and sustainable contribution to the long-term prosperity of Dubai and the UAE.

DEWA has an agile strategy that is always ready to coop with the internal and external factors/ changes, as it closely tracks emerging trends and gathers facts and figures to increase the understanding of the macro-environment it operates. It considers several corporate scenarios based on the emerging trends and underlying drivers.

In addition to that, stakeholders' engagement is one of the key components of DEWA's strategy formulation process, as it continuously gathers and analyses their inputs through different tools to ensure it exceeds their needs and expectations.

DEWA Strategy Framework

DEWA's Strategy Framework consists of three consecutive phases, enriched by strategic intelligence and powered by continuous learning, communication and innovation

Strategy Formulation: Define the overall strategic direction and design the corporate strategy, leveraging strategic insights and foresight

Organization Alignment: Align divisions and employees with DEWA's overall strategy and plan strategic initiatives for its achievement

Execution & Assessment: Implement corporate and divisional strategies and assess implementation progress, including both performance (KPIs) and strategic initiatives

STRATEGY FOCUSED ORGANISATION

DEWA is proud to be the first organisation in the MENA region to receive the Hall of Fame Award in 2008 for implementing the third-generation Balanced Scorecard. It was also the first organisation to score 4.3, higher than the global average, in the Execution Premium Assessment (XPA) for strategic planning and execution practices conducted by Palladium Group, the international authority for Balanced Scorecard framework.

DEWA Strategy Map

A globally leading sustainable innovative corporation committed to achieving Net-Zero by 2050

Sustainable Growth 30%

TRIPLE BOTTOM LINE	**TBL01:** Optimized costs, revenues and diversified global investments	**TBL02:** Pioneering socially responsible practices	**TBL03:** Minimized environmental footprint and circular economy
STAKEHOLDERS	**S01:** Available, Reliable and high quality supply of electricity and water	**S02:** Engaged & Happy Stakeholders	

	Operational and Smart Services Excellence 10%	Agility and Governance 10%	10X and Net-Zero Future 40%
INTERNAL PROCESSES	**IP03** Leading Innovative customer experience	**IP06** Leading governance and management standards	**IP09** Sustainable energy mix and effective supply and demand side management
	IP02 Leading Health, safety and environment practices	**IP05** Leading Integrated, resilient and agile frameworks	**IP08** Leading through Digital DEWA
	IP01 Leading Standards of availability, reliability, and efficiency	**IP04** Leading Corporate Security System	**IP07** Disruptive technologies including: AI, Robotics, Space and IoT

Enablers of success 10%

LEARNING & GROWTH	**LG01** Attract and retain talents	**LG02** Motivated & Happy Human Capital	**LG03** Enabling AI & Disruptive Digital Technologies	**LG04** National identity and effective Emiratization	**LG05** Building Capabilities & Future Leaders

DEWA Strategic Priorities

TRIPLE BOTTOM LINE

STAKEHOLDERS

Sustainable Growth

This priority reflects DEWA's commitment to delivering its future vision through a holistic approach that balances the economic, environmental and social impact. With a strong emphasis on stakeholder happiness, we strive to pioneer the global utility industry and consistently deliver the best results. Our strategy is effectively aligned with local, federal and global directives, with a particular focus on the United Nations Sustainable Development Goals. By prioritising sustainability and stakeholder happiness, we are confident that we can continue to lead the way in the transition to a more sustainable future.

INTERNAL PROCESSES

Operational and Smart Services Excellence

This priority focuses on pioneering new levels of service through effective enterprise asset management, steps to ensure health and safety throughout our operations, environmentally responsibility and the envisioning of a futuristic customer experience. With a strong focus on service excellence, we are confident that we can continue to deliver exceptional results and remain a leader in the global utility industry.

Agility and Governance

This priority focuses on safeguarding DEWA's future by maintaining leading practices in corporate governance, integrated corporate security, corporate resilience, enterprise risk management, business continuity management and crisis management.

10X and Net-Zero Future

This priority involves disrupting and creating a sustainable future by implementing digitisation, diversification of the energy mix and demand side management.

LEARNING & GROWTH

Enablers of success

This priority focuses on building and developing capacity for the future, as well as planning and acquiring future talent, developing and enabling future leaders, fostering a futuristic, Artificial Intelligence & technology-enabled workplace and promoting national identity and Emiratisation.

The United Nations Sustainable Development Goals 2030

DEWA has taken proactive steps to recognise the importance of the United Nations Sustainable Development Goals (UNSDGs) 2030 since their announcement in 2015. It actively supports international and local initiatives and efforts that aim to achieve the UNSDGs. DEWA created an award-winning approach to the SDGs based on five essential pillars:

- Acknowledge and affirm the importance of the SDGs
- Identify the SDGs of greatest relevance
- Align DEWA's strategy to the SDGs
- Build capacity and embed SDGs into decision-making processes
- Report publicly on progress

Prioritising the SDGs

The Sustainable Development Goals (SDGs) have been prioritised by DEWA into three main tiers. These tiers are based on the goals' relevance to DEWA as a stakeholder in Dubai and globally, as well as their business criticality as a successful electricity and water utility, and DEWA's management commitments as a leading sustainable innovative global corporation.

Some examples of DEWA's contribution to the priority goals are:

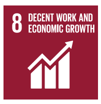
Goal 6: Ensure access to water and sanitation for all

- DEWA provides a high reliability of water supply, decreasing the unaccounted-for water (UFW) year on year where it recorded 4.5% water line losses in 2024. DEWA meets 100% of customer demand for water in Dubai.
- The UAE Water Aid Foundation (Suqia UAE), an entity under the Mohammed bin Rashid Al Maktoum Global Initiatives Foundation and annexed to DEWA, provides humanitarian aid around the world and helps communities that suffer from water scarcity by providing them with access to clean and safe water through sustainable and innovative solutions, including:
    - Providing human resources and volunteers to support operations, marketing and project management.
    - Collaborating on research and development.

Suqia has positively influenced the lives of over 14.9 million people in 37 countries.

Goal 7: Affordable and clean energy for all

- DEWA meets 100% of customer demand for electricity in Dubai.
- The availability and reliability of electricity supply is of top priority for DEWA, where it achieved 2% electricity line losses in 2024.
- In 2015, the Mohammed bin Rashid Al Maktoum Solar Park Phase II tender achieved world record electricity price of 5.84c/kWh while the global average was above 10c/kWh. A second world-record was registered in 2017 as the first below 3c/kWh project for Phase III. A third near-world record was achieved for Phase V tender at 1.69c/kWh. These projects demonstrated that unsubsidised solar power can compete even with low-cost domestic fossil fuels.



Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

- DEWA has a number of subsidiaries which contribute to greater economic diversity, including MORO Hub, Etihad ESCO, Mai Dubai, Empower, Digital DEWA, InfraX and others.
- DEWA's pumped-storage hydroelectric power plant in Hatta is the first of its kind in the

GCC region. The 250MW station will generate electricity by making use of the water stored in Hatta Dam and an upper reservoir built in the mountain. In 2024, DEWA inaugurated the Hatta Sustainable Waterfalls, which features the world's largest mosaic mural, paying tribute to the late Sheikh Zayed bin Sultan Al Nahyan and the late Sheikh Rashid bin Saeed Al Maktoum. The project is expected to become a major tourist attraction in the UAE. Overall, the projects being implemented in Hatta are expected to create about 2,000 job opportunities.

- DEWA has a policy for happiness and engagement of POD ensuring inclusivity in its recruitment practices and the accessibility of its facilities.
- DEWA offers equal pay for employees at the same level/grade.

Goal 9: Build a resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation

- DEWA provides reliable power and water supply to businesses and households in Dubai.
- The first Green Hydrogen project was launched at the Mohammad bin Rashid Al Maktoum Solar Park
- Building-Integrated Photovoltaics technology for the R&D Centre.
- DEWA's Water & Civil Division had a significant role in researching and developing new technologies, including solar technologies and AMI metering systems using battery systems. This reduces the commercial costs of energy systems and helps suppliers expand their sales to developing countries at lower costs. This indirect support helps in reducing sustainable energy costs.
- DEWA has an active role in reinforcing the electrical interconnection with UAE utilities through the Emirates National Grid (ENG)

Goal 12: Ensure sustainable consumption and production patterns

- DEWA issues a Sustainability Report on an annual basis
- Safe handling of chemicals to minimise release to atmosphere and ensure the availability of suitable PPEs for chemical handling staff.
- DEWA increases plant efficiency and decreases fuel consumption
- DEWA supports the implementation of the Dubai Demand Side Management Strategy (DSM) 2050. It plays an active role in contributing to several pillars of the DSM Strategy, including Consumer Behaviour, Distributed Energy and Efficient Mobility & Smart Charging.
- DEWA has developed various systems to ensure that people everywhere have the relevant information and support environmental sustainability, such as Smart Office application, Smart Correspondences, Climate Change & Sustainability Awareness tile within its Smart Office application and the Rammas Virtual Agent powered by AI, available 24/7.

Goal 13: Take urgent action to combat climate change and its impacts

- DEWA plays an essential role in achieving the targets set by the Dubai Clean Energy Strategy 2050 by working to generate 100% of Dubai's total power capacity from clean energy by 2050 and achieving Net-Zero by 2050.
- DEWA shares the global response to climate change by reducing or avoiding greenhouse gas emissions through initiatives such as: Diversification of Fuel Mix, Supply Side Energy Efficiency, Demand Side Management and the CO_2 Emissions Reduction Programme.

POLICIES

Over the years, DEWA has developed a range of policies to reinforce its commitments and guide its business activities in alignment with national and global strategies, objectives, laws and regulations. These policies address various economic, environmental, social and human rights aspects. For more information, please refer to DEWA's policies available on its website.

PRACTICES

EMPLOYEE GRIEVANCES AND COMPLAINTS

DEWA is committed to implementing fair, consistent and prompt administrative measures to address and discourage negative workplace behaviour. The organisation has established comprehensive regulations and mechanisms to manage grievances and complaints from all employees, including those directly employed or seconded to DEWA.

Through its internal portal, **Freejna**, DEWA provides employees with detailed information and guidance on administrative procedures and complaints policies. The portal also includes an electronic form for submitting complaints. To ensure impartial resolution, DEWA has formed the **Grievances & Complaints Committee,** which is responsible for reviewing and deciding on referred employee grievances and complaints.

CUSTOMER FEEDBACK PROCESS

"04 Unified Interactive Platform between Dubai Government and its Customers" provides a streamlined system for customers to submit suggestions, comments and complaints through an omnichannel and seamless experience.

This platform aligns with Dubai's '360 Services' policy, which prioritises customer-centric development of government services. It offers a unified space for customers to share their feedback, propose suggestions and raise concerns or challenges.

In addition to the centralised 04 platform, customers can provide their feedback through various channels, all of which are tracked via the 04 platform:

- Website: **www.dewa.gov.ae**
- Email: **customercare@dewa.gov.ae**
- Customer Care Centre:
  Tel: 04-6019999
- Smart Devices at **Customer Happiness Centres**

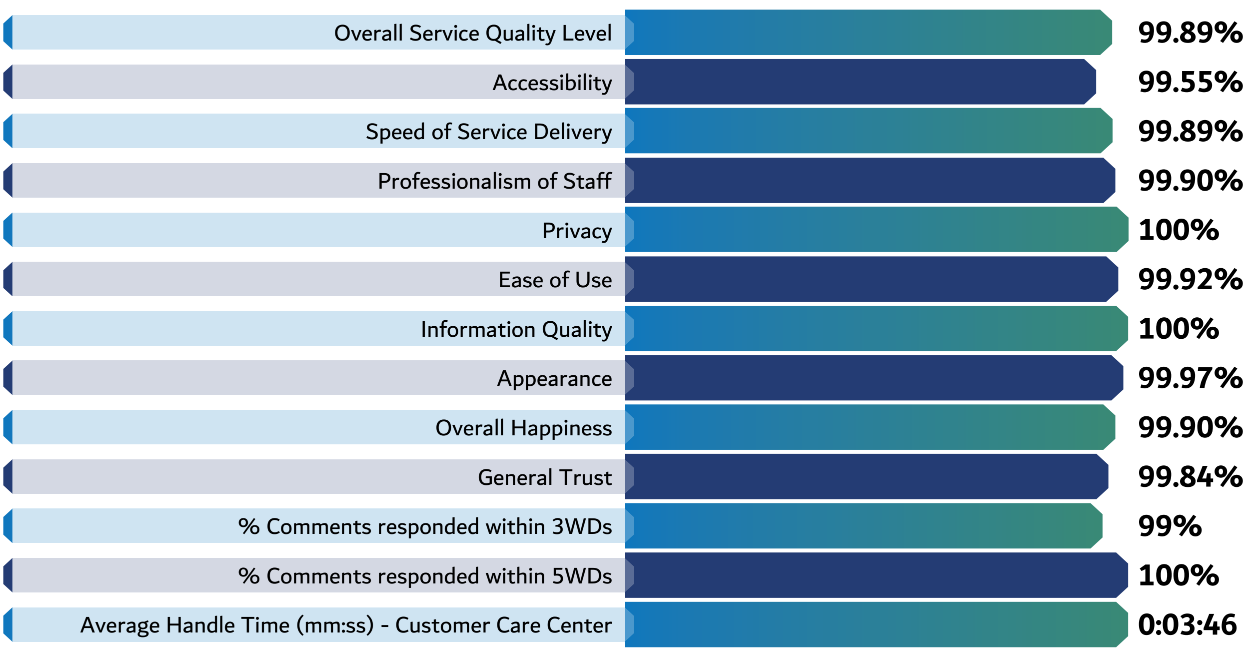
CUSTOMER CARE CENTRE

DEWA has transformed its Customer Care Centre into a cutting-edge digital hub, enhancing the customer experience across multiple channels for seamless interactions. Operating 24/7, the centre leverages an AI-powered Interactive Voice Response (IVR) system to provide advanced services, including procedural and informational support for electricity and water requests, EV Green Charger services and access to the Smart Living dashboard for detailed insights into DEWA's offerings.

The centre's continuously updated digital database prioritises calls based on customer segments, ensuring a high level of professionalism and service quality. AI is utilised to identify customer accounts, adjust options based on account status, and efficiently direct calls to the most relevant solutions. The system also analyses calls, keywords and customer satisfaction metrics, enabling DEWA to gain valuable insights, improve services and make swift decisions to enhance customer happiness.

This transformation has positioned the Customer Care Centre as one of Dubai's top three Best Contact Centres in 2021, as recognised by the Dubai Model Centre. Additionally, in 2024 DEWA's Customer Care Centre achieved a Service Quality Level of **97.45%,** with an abandoned rate of just **0.95%,** reflecting its commitment to excellence in customer service.

% Happiness Centers - Customer Experience Survey



UNIVERSAL SERVICE CENTRE

The Universal Service Centre offers a fully digital experience, ensuring customers access comprehensive, reliable and secure services. Utilising advanced AI technologies, the centre facilitates seamless transaction completion for customers. It also incorporates interactive digital solutions, allowing customers to communicate remotely with the relevant team efficiently.

THE CUSTOMER HAPPINESS CHARTER

DEWA has established the Customer Happiness Charter to define its quality standards and outline customer service expectations, promoting active stakeholder engagement to enhance the excellence of government services. The Charter specifies the key responsibilities of both DEWA and its customers to ensure an exceptional customer experience.

The Charter includes a set of commitments, such as providing fair and equal services to all customers, addressing customer needs with transparency, safeguarding the privacy of customer information, providing services through digital channels, adhering to high standards in service delivery, and offering innovative solutions including other essential responsibilities. Reviewed and updated annually, the Charter is actively communicated to all stakeholders.

Please scan to the following QR code for further deta

MECHANISMS FOR SEEKING ADVICE AND RAISING CONCERNS

DEWA acknowledges the importance of avoiding misconduct, including violation of laws, in its operations and business connections. We are dedicated to conducting our business with honesty and ethics. DEWA is dedicated to maintaining transparency and integrity in all business transactions and relationships by implementing effective systems to prevent, detect and address any offences across its operations.

DEWA has adopted a robust Ethics and Compliance management system, supported by a comprehensive set of policies and procedures, including to the Code of Conduct, Anti-Bribery, Corruption and Fraud Policy, Anti-Money Laundering Policy and Whistleblowing Policy.

DEWA adopts a zero-tolerance approach towards any instances of fraud, bribery or corruption across its business activities and operations. DEWA recognises that the prevention of fraud, bribery and corruption is an integral component of good governance. It affirms its commitment to conducting its business and operations in an honest, transparent and ethical manner and as per the applicable UAE federal laws and the Emirate of Dubai legislations.

For full details of mechanisms for seeking advice and raising concerns, please scan the QR code.

MEMBERSHIP ASSOCIATIONS

DEWA plays an active role in numerous national and international organisations, councils and committees. These include, but are not limited to:

1. Dubai Council
2. The Executive Council of Dubai
3. The Dubai Supreme Council of Energy
4. Dubai Future Council on Energy
5. Strategic Affairs Council
6. United Nations Global Compact
7. World Green Economy Organization
8. The Carbon Abatement Committee
9. The Dubai Demand Side Management Committee
10. Dubai Supreme Fiscal Committee

Committees

The management team is supported by a number of committees comprised of members of the management team or representatives from other DEWA divisions. These include the Complaints & Grievances Committee; Women's Committee; DEWA Youth Council; Investment Committee; Takaful and Theqa Committee; Administration Violation Committee; Scrap Verification Committee; DEWA Excellence Award Committee; Crisis Management Committee; Group Risk and Resilience Committee; Health, Safety & Environment Committee; Corporate Governance Committee; IT Security Response Team, Drones Robotics Committee, ISO 50001 Energy Management System-Top Management Committee, Cyber Emergency Response Committee, Tender Opening Committee and Digital Transformation Committee.

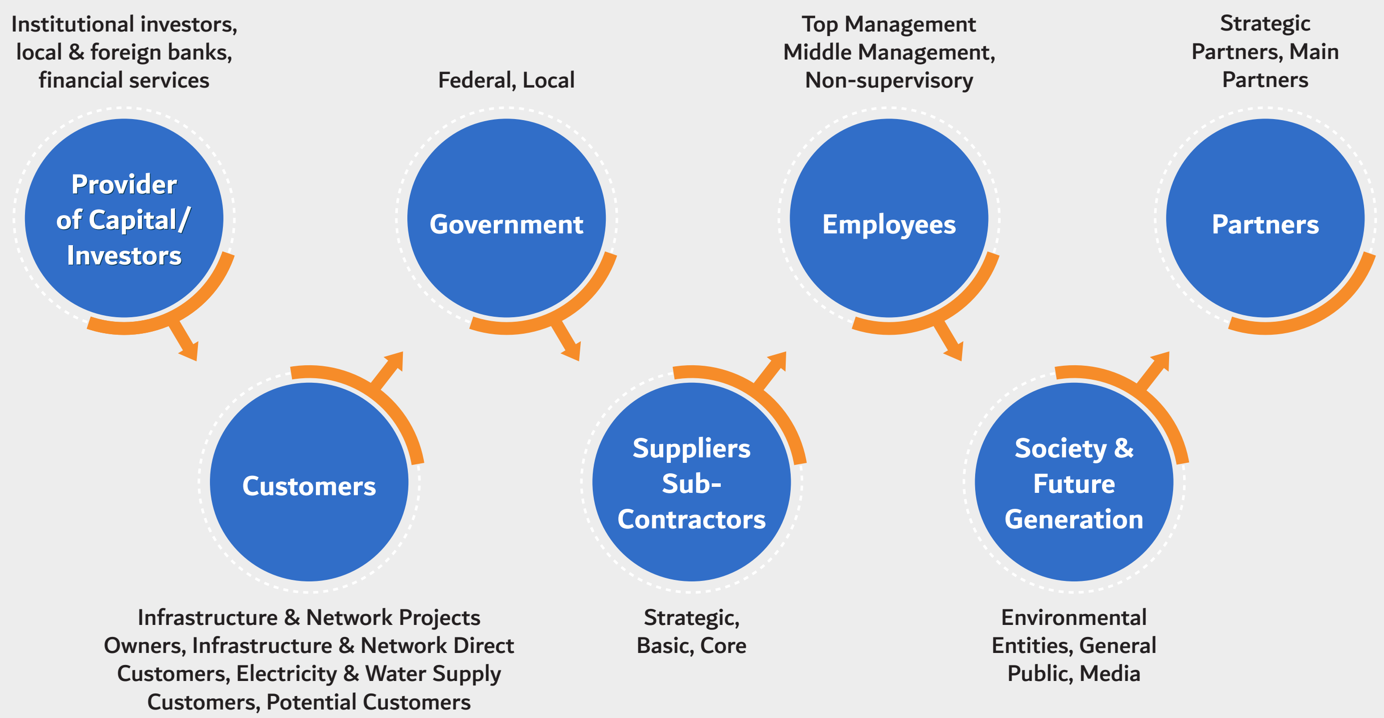
STAKEHOLDER ENGAGEMENT

Stakeholders are central to every strategy, playing a vital role in ensuring its success, sustainability and effectiveness. DEWA places stakeholders at the heart of its strategic framework, promoting ongoing communication and collaboration. As a result, stakeholder engagement is crucial in identifying and meeting their needs and expectations. This approach enables DEWA to continuously enhance its performance, services and initiatives, delivering optimal happiness outcomes and exceptional service quality.

DEWA's stakeholder management framework defines effective methods for fostering inclusive and impactful engagement, aligned with the Global Reporting Initiative's Sustainability Reporting Standards. DEWA's strategic initiatives related to stakeholders are derived from the strategic objective "S02 – Engaged and Happy Stakeholders" and are regularly evaluated. These initiatives include:

- Hosting stakeholder engagement workshops for key stakeholder groups.
- Developing a compelling and unified value proposition for each stakeholder group.
- Addressing and fulfilling stakeholders' needs and expectations.
- Exploring opportunities through multi-stakeholder partnerships to drive sustainable development.
- Implementing community-focused initiatives that benefit Dubai and the UAE.

DEWA's Corporate Strategy Department, in collaboration with the Stakeholder Department, conducts an annual review of the stakeholder list, updating it as needed. They also ensure that DEWA's strategic plan addresses the needs and expectations of prioritised stakeholder groups.



DEWA STAKEHOLDER ENGAGEMENT ACTIVITIES

DEWA has established a dedicated Stakeholder Happiness Department to oversee and coordinate stakeholder management efforts across all divisions, ensuring stakeholder expectations are effectively met. The implementation of the Happiness Strategy enables DEWA to understand the needs of its diverse stakeholder groups, including Customers, Employees, Government, Capital Investors, Partners, Suppliers and Society. DEWA remains committed to not only meeting but exceeding stakeholder expectations, while proactively anticipating their future needs.

This commitment is reinforced through continuous measurement of stakeholder happiness levels, allowing DEWA to make timely and responsive improvements. Together, these efforts support DEWA's mission to represent the UAE globally and create sustainable value for all stakeholders.

As part of this commitment, the Stakeholder Happiness Department has designated key divisions within DEWA as 'Happiness Champions.' These champions are responsible for managing stakeholder happiness, as well as monitoring and reporting on the outcomes of related projects and initiatives.

To further strengthen stakeholder engagement, DEWA has introduced a registry form that outlines stakeholder definitions, sub-categories, preferred communication channels, factors influencing DEWA's relationships with each stakeholder and the most effective engagement methods.

DEWA also conducts an annual engagement lab with each stakeholder group. During these sessions, DEWA highlights its latest achievements, while designated champions share relevant updates and information specific to each group. These meetings provide a platform for direct feedback and collaborative brainstorming on new ideas with stakeholders.

Additionally, DEWA maintains regular engagement with stakeholders through various initiatives and communication channels, including satisfaction surveys, roadshows, joint ventures and partnerships with government agencies on regulatory matters, as illustrated below.

INFORM

One way process of providing information to stakeholder

- Awareness sessions
- Market campaigns
- Media events
- Incentive programmes
- Corporate strategy presentation sessions
- Student visit
- Road shows

CONSULT

Stakeholder asking questions & organisation providing answers

- Happiness Surveys for all stakeholder groups
- Written and verbal communication
- Topic-specific surveys
- Direct customer feedback
- Supervisor interaction

INVOLVE

Two-way engagement & learning but stakeholders act independently

- One-on-one meetings
- Supplier management Seminars
- Various programmes
- Customer suggestion schemes
- Mystery shoppers

COLLABORATE

Joint learning decision & actions

- Sustainability stakeholder workshops
- Joint ventures
- Public private partnerships

EMPOWER

Stakeholder play a role in governance

- Actively supporting government policy & regulation

STAKEHOLDER NEEDS & EXPECTATIONS

DEWA is committed to maintaining a transparent and consistent communication approach, ensuring direct engagement with stakeholders in the most effective manner. This commitment is captured in the stakeholders' registery form, which documents available and preferred communication methods for each category, ensuring accessibility for all.

DEWA engages with its stakeholder groups through diverse approaches. In 2024, the Stakeholders' Happiness Department, in collaboration with the future shaping team, organised a Happiness Workshop titled "Future Shaping Workshop – Stakeholders Happiness" for Stakeholder Champions and Agents. The event, held in May 2024, introduced future trends and signals designed to support the creation of forward-looking initiatives.

Another key engagement event was the Stakeholders Hackathon which is an engagement tool to capture the challenges that our stakeholders face in order to create a tailored action plan that suits the needs of our seven stakeholders. Another key engagement initiative involved the Stakeholders' Happiness Department's participation in Agility Week, held in September 2024. During this event, the team shared valuable insights into DEWA's stakeholders and emphasised the connection between stakeholder engagement and organisational agility.

Stakeholder	Needs & Expectations
Government	• Aligning with national development plans & programmes • Commitment to good citizenship • Regulatory compliance
Customers	• Quality safety and cost - effectiveness of service • Ethical business • Reducing the environmental impact of organisation activities
Employees	• Secure working environment • Competetive salaries • Ethical behaviour • Non-discrimination & recognition • Investment in professional developments • Career progression & recognition
Partners	• Sharing best practices • Continuous and systematic dialogue and engagement • MoUs to collaborate on issues
Society and Future generation	• Transparency and effective communicaton • Raising awareness on sustainability issues • Supporting social and cultural initiatives • Management of environmental impacts of organisation activities
Suppliers	• Supplier qualification based on cost and quality including environmental and social assessment • Transparent procurement processes • Profitability
Providers of capital/Investors	• Creating value in the short and long term • Reliability, profitability and transparency

STAKEHOLDER HAPPINESS RATE

DEWA acknowledges the vital role of stakeholder management in achieving its business objectives. It places significant emphasis on listening to stakeholders' voices, actively seeking their input and feedback through diverse channels, methodologies and frequencies. By engaging with all stakeholders, DEWA leverages their insights to drive its journey towards excellence.

To maintain the effectiveness of its stakeholder management framework, DEWA systematically evaluates stakeholder experiences, captures perceptions and continuously monitors happiness levels across both relationship and transactional dimensions.

A cornerstone of this approach is DEWA's annual Stakeholder Happiness Survey, which gauges stakeholder expectations and assesses the effectiveness of DEWA's efforts. The survey addresses key issues, incorporating targeted questions for each stakeholder group. Insights from the survey are used to identify gaps in DEWA's approach, measure stakeholder happiness and highlight areas for improvement. Additionally, ongoing benchmarking of key performance indicators (KPIs) ensures continuous progress and alignment with best practices.

Stakeholders Happiness Results 2024	Result
Instant Customer Happiness Score - Digital Dubai Authority	98.6%
Employee Happiness Rate	89.91%
Partner Happiness Rate	95.15%
Supplier Happiness Rate	93.39%
Society Happiness Rate	94.51%
Government Happiness Rate	96.07%
Provider of Capital Happiness Rate	94.86%

DEWA is committed to engaging with its stakeholders and assessing their perceptions regarding DEWA's contributions to sustainability:

Topic	Rate
Understanding DEWA's efforts in contributing to the United Nations Sustainable Development Goals 2030	88.5%
DEWA has clearly communicated its commitment to a circular economy as part of its sustainability journey	89.7%
Happiness with DEWA acting as a pioneer for sustainable solutions - Providers of Capital	92.54%
Readiness to supply DEWA with more sustainable and environmentally friendly products and/or services - Suppliers	95.43%

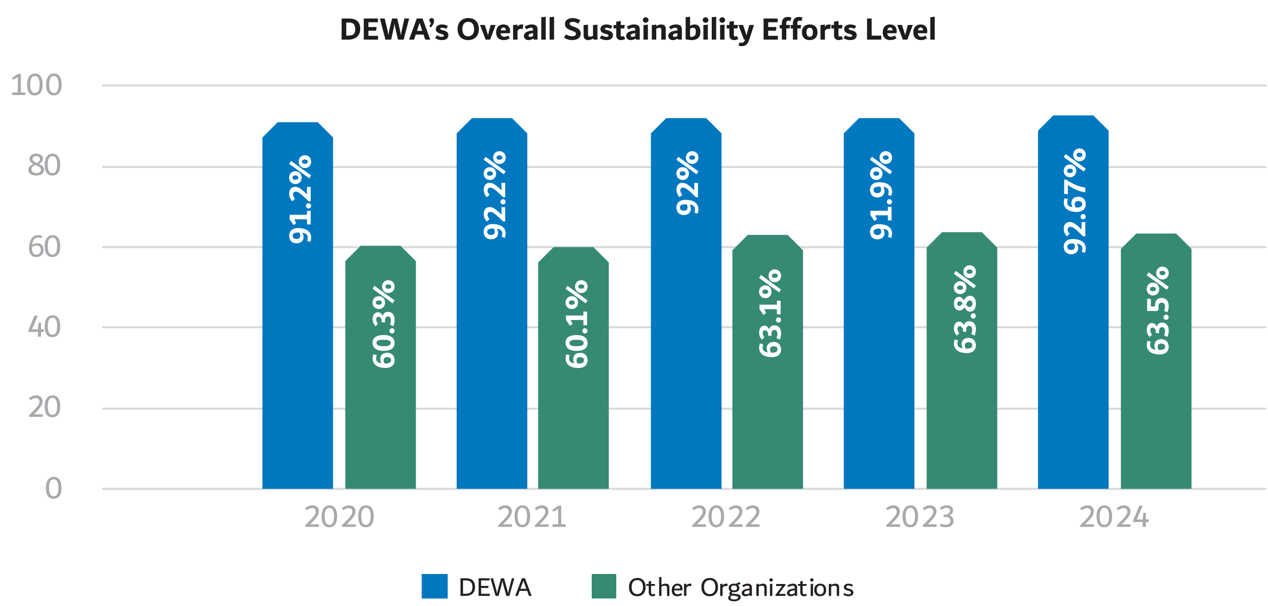
SUSTAINABILITY CULTURE INDICATOR (SCI)

DEWA is committed to embedding sustainability into its strategic directions, strategy map and objectives. It measures its sustainability culture through a comprehensive tool, the Sustainability Culture Indicator (SCI), and benchmarks its sustainability engagement success against global standards.

The SCI is an employee survey designed to measure attitudes towards sustainability and identify factors that either enable or hinder DEWA staff in achieving sustainability goals. The survey focuses on various aspects contributing to a culture of sustainability, including individual factors (such as psychological and attitudinal elements) and organisational factors (such as support mechanisms).

By evaluating these enablers within DEWA, the survey helps prioritise and target activities aimed at integrating sustainability into the organisation's culture. DEWA conducted the SCI for the 11th consecutive time, with 3,989 employees completing a customised version of the survey in December 2024. DEWA's sustainability performance stands at 92.67%, surpassing the results of all other participating organisations in the survey.

DEWA will continue its efforts to raise awareness and reinforce its sustainability commitments within its culture, transactions and activities across all divisions to ensure that sustainability measures achieve their targets and align with its strategic directives.



CONSOLIDATED FINANCIAL STATEMENTS

DEWA PJSC

Directors' Report

2024 has been an impressive year for DEWA PJSC, having grossed AED 30.98 billion in Revenues and AED 9.32 billion in Operating profit, which is 6.2% and 6.5% higher respectively, compared to the previous year. Sale of Electricity, Water and Cooling services contributed over 92% to group revenue. The demand for these services has grown consistently from year to year, indicating robust growth in Dubai's economy. Peak demand for electricity reached 10,763 MW (3.4% higher than previous year), peak demand for water reached 455 MIGD (4.9% higher than previous year) and the demand for cooling services grew 7.4% year-on-year.

In 2024, DEWA invested AED 11.2 billion to enhance renewable generation capacity, desalination capacity and expand the Transmission & Distribution network. About 18% of our installed generation capacity is clean and aligned with our long-term commitment to Dubai's Net Zero 2050 ambition. We added nearly 59 thousand new Electricity & Water Accounts in 2024, and the customer base at year-end exceeds 1.27 million. With the help of a resilient network, Electricity line loss is reduced to 2%, Water line loss is at 4.5% and Customer Minutes Lost is less than 1 minute per year, all these benchmarks are the lowest world-wide. DEWA is ranked first among global utilities in 12 key operational benchmarks.

All our projects under construction are progressing satisfactorily, including the 1800 MW Solar PV and 180 MIGD reverse osmosis IWPP plants, which are capable of delivering electricity and water respectively at the world's lowest unit costs. All operations in the group were conducted in a safe and environmentally responsible manner during the year. DEWA is a pioneer in utilizing generative AI for optimizing processes, elevating customer experience and securing critical services. DEWA is the first utility in MENA region to be awarded the prestigious 2024 Energy Infrastructure award by S&P Global Platts for its Mohammed bin Rashid Al Maktoum Solar Park.

H.E. Matar Humaid Al Tayer
Chairman

H.E. Saeed Mohammed Al Tayer
Managing Director & CEO

Dated: 27.02.2025
Dubai

INDEPENDENT AUDITORS' REPORT

To the Shareholders of Dubai Electricity and Water Authority PJSC

Report on the Audit of the Consolidated Financial Statements

Opinion

We have audited the consolidated financial statements of Dubai Electricity and Water Authority PJSC ("DEWA" or "the Authority" or "the Company") and its subsidiaries ("the Group"), which comprise the consolidated statement of financial position as at 31 December 2024, the consolidated statements of profit or loss and other comprehensive income, changes in equity and cash flows for the year then ended, and notes, comprising material accounting policies and other explanatory information.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as at 31 December 2024, and its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board (IFRS Accounting Standards).

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Group in accordance with International Ethics Standards Board for Accountants International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code) together with the ethical requirements that are relevant to our audit of the consolidated financial statements in the United Arab Emirates, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current year. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Accrual of accrued electricity and water revenue

Refer Notes 3.22, 5.1(a), 17 and 28 to the consolidated financial statements.

The key audit matter	How the matter was addressed in our audit
The Group recognizes revenue on sales of electricity and water in accordance with IFRS 15 "Revenue from Contracts with Customers". The recognition of the Group's electricity and water revenue includes an estimation of the value of electricity and water supplied to customers between the date of the last cyclical meter reading and the year-end date ('accrued revenue'). The value of such electricity and water revenue of AED 1,125 million (2023: AED 1,081 million) is shown as accrued revenue and included within revenue and trade receivables. The method of estimating such revenues is complex and involves judgement including: • Management estimating the volume of units of electricity and water consumed by customers between their last cyclical meter reading and the year-end. Management's estimate for accrued revenue at the year-end is based on historical consumption pattern as per customer categories; and • Management applies the most appropriate tariff rates to the volume estimates given the range of tariffs operated by the Group. Management applies the tariff rate (depending on customer category and tariff slab) to the estimated consumed units of electricity and water to be accrued at year end to arrive at the total estimated value of electricity and water revenue. We have identified accrual of accrued electricity and water revenue as key audit matter because of the complexities and estimation involved in arriving at the accrued revenue figure as described above and because of the potentially material impact on the consolidated financial statements if errors were made in this calculation or if the assumptions used in estimating consumption patterns had been incorrectly applied.	**Our procedures involved:** • We obtained an understanding of the accrual of accrued electricity and water revenue process implemented by the Group; • We have performed test of design and implementation of relevant controls; • We recalculated accrued electricity and water revenue, by using actual historical data to set an expectation of accrued electricity and water revenue and compare this with the management's estimate, obtaining explanations for any significant differences; • We obtained and tested management's underlying assumptions and base reference data relating to volume and price used in determining the level of accrued revenue, including: **Volume** We agreed the core volume data used for calculating the estimated accrued volumes with the units generation report, internal consumption report and units billed report extracted from the internal systems. We performed testing of the key information technology automated controls, manual controls and substantive testing on the reports. We have also verified the line losses with the previous years and sought explanations for any variances. **Tariff rates** We tested the assumptions for selection of tariff rate per unit from the tariff rate slab by comparing the tariff rate applied in the estimation model with current data for each customer category. • We assessed the overall consistency of the calculated accrued revenue compared to the prior year based on our knowledge of the trends and the process; and • We considered the adequacy of the Group's disclosures in the consolidated financial statements relating to this area.

Expected credit loss for trade receivables

Refer Notes 3.7, 4.1 (i)(a), 5.1(b) and 17 to the consolidated financial statements.

The key audit matter	How the matter was addressed in our audit
As at 31 December 2024, the Group recognized net trade receivables from sale of electricity and water of AED 2,723 million (2023: AED 3,022 million), net of expected credit loss allowance ("ECL allowance") of AED 457 million (2023: AED 536 million). In accordance with the requirements of IFS 9 "Financial Instruments", the Group has applied expected credit loss model to account for the impairment of trade receivable balances. Allowance for expected credit loss is a key audit matter due to the significance of the trade receivable balances to the consolidated financial statements and the inherent complexity of the Group's Expected Credit Loss (ECL) models (ECL models) used to measure ECL allowances. These models are reliant on data and a number of estimates including the impact of multiple economic scenarios. Due to the complexity of the requirements under IFRS 9, the significant judgement and estimation and assessment of historical recovery trends, the audit of ECL for trade receivables is a key area of focus.	**Our procedures involved:** • Obtained an understanding of the process implemented by the Group relating to the determination of allowance for credit loss of trade receivables; • Performed test of design and implementation of relevant controls; • Assessed the completeness and accuracy of the aging report for receivables from sale of electricity and water; • Evaluated the reasonableness of the methodology, assumptions and estimates used by management in preparing the expected credit loss model; and • Evaluated the adequacy of disclosures made by management in the consolidated financial statements.

Other Information

Management is responsible for the other information. The other information comprises the information included in the Annual Report, but does not include the consolidated financial statements and our auditors' report thereon. We obtained the Directors' Report prior to the date of our auditors' report, and we expect to obtain the remaining sections of the Annual Report after the date of the auditors' report.

Our opinion on the consolidated financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with IFRS Accounting Standards and their preparation in compliance with the applicable provisions of the UAE Federal Decree Law No. 32 of 2021 and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those Charged with Governance are responsible Group's financial reporting process.

Auditors' Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We de unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

Further, as required by the UAE Federal Decree Law No. 32 of 2021 we report that for the year ended 31 December 2024:

i) we have obtained all the information and explanations we considered necessary for the purposes of our audit;

ii) the consolidated financial statements have been prepared and comply, in all material respects, with the applicable provisions of the UAE Federal Decree Law No. 32 of 2021;

iii) the Group has maintained proper books of account;

iv) the financial information included in the Direct account of the Group;

v) as disclosed in note 1 to the consolidated financial statements, the Group has purchased shares during the year ended 31 December 2024;

vi) note 27 to the consolidated financial statements discloses material related party transactions and the terms under which they were conducted;

vii) based on the information that has been made available to us, nothing has come to our attention which causes us to believe that the Group has contravened during the financial year ended 31 December 2024 any of the applicable provisions of the UAE Federal Decree Law No. 32 of 2021 or in respect of the Authority, its Articles of Association, which would materially affect its activities or its consolidated financial position as at 31 December 2024; and

viii) note 30 to the consolidated financial statements discloses the social contributions made during the year ended 31 December 2024.

KPMG Lower Gulf Limited

Emilio Pera

Registration No.: 1146

Dubai, United Arab Emirates

Date: 27 February 2025

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

	Note	As at 31 December 2024 AED'000	2023 AED'000
Assets			
Non-current assets			
Property, plant and equipment	7	**158,251,706**	155,917,149
Intangible assets	8	**440,699**	462,367
Investments accounted for using the equity method	9.3	**640**	640
Derivative financial instruments	10	**1,719,527**	980,417
Financial assets at fair value through other comprehensive income	11	**55,709**	54,153
Investment properties	12	**118,015**	85,645
Deferred tax assets	13	**207,401**	103,899
Other assets	14	**1,283,505**	1,131,285
Financial assets at fair value through profit or loss	15.1	**206,017**	155,663
Other financial assets at amortised cost	15.2	**3,179,039**	3,285,620
Trade receivables	17	**3,550**	-
Total non-current assets		**165,465,808**	162,176,838
Current assets			
Derivative financial instruments	10	**377,785**	584,850
Other assets	14	**404,027**	481,875
Financial assets at fair value through profit or loss	15.1	**25,466**	10,000
Other financial assets at amortised cost	15.2	**4,127,210**	2,688,441
Inventories	16	**1,559,690**	1,401,155
Trade receivables	17	**3,103,822**	3,420,058
Short-term deposits	18	**3,586,277**	4,894,389
Cash and cash equivalents	19	**6,105,223**	5 300,171
Total current assets		**19,289,500**	18,780,939
Total assets		**184,755,308**	180,957,777
Equity and liabilities			
Equity			
Share capital	20	**500,000**	500,000
Capital contribution	20	**39,117,511**	40,042,997
Retained earnings	20	**48,084,114**	47,253,178
Statutory reserve	20	**591,346**	591,346
Hedging reserve	20	**1,056,262**	824,722
Equity attributable to the Owners of the Company		**89,349,233**	89,212,243
Non-controlling interests	9.2	**5,638,617**	3,489,111
Total equity		**94,987,850**	92,701,354

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

	Note	As at 31 December 2024 AED'000	2023 AED'000
Liabilities			
Non-current liabilities			
Derivative financial instruments	10	**6,217**	3,732
Deferred tax liabilities	13	**113,131**	11,997
Borrowings	21	**28,828,863**	27,341,537
Retirement benefit obligations	22	**1,109,622**	1,020,240
Lease liabilities	23	**25,332**	16,281
Other long-term liabilities	24	**33,748,372**	33,391,742
Total non-current liabilities		**63,831,537**	61,785,529
Current liabilities			
Borrowings	21	**7,343,913**	11,546,029
Derivative financial instruments	10	**176**	-
Lease liabilities	23	**18,597**	15,966
Trade and other payables	25	**18,205,891**	14,708,968
Total current liabilities		**25,568,577**	26,270,963
Total liabilities		**89,400,114**	88,056,492
Total equity and liabilities		**184,387,964**	180,757,846
Regulatory deferral account credit balance	26	**367,344**	199,931
Total equity, liabilities and regulatory deferral account credit balance		**184,755,308**	180,957,777

To the best of our knowledge, these consolidated financial statements fairly represent in all material respects, the consolidated financial position, results of operation and cash flows for the Group as of and for the year ended 31 December 2024.

These cousolidated financial statements were approved by the Board of Directors on 27 February 2025 and signed on their behalf by:

Managing Director & Chief Executive officer

Chairman

CONSOLIDATED STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

	Note	For the year ended 31 December	
		2024	2023
		AED'000	AED'000
Revenue	28	**30,977,351**	29,178,009
Cost of sales	29	**(19,170,338)**	(17,932,654)
Gross profit		**11,807,013**	11,245,355
Administrative expenses	30	**(3,169,242)**	(3,013,466)
Credit impairment reversal/(losses)	15, 17 & 18	**93,197**	(125,665)
Other income	31	**593,557**	651,110
Operating profit		**9,324,525**	8,757,334
Finance income	32	**959,837**	806,278
Finance costs	32	**(2,133,855)**	(1,617,165)
Finance costs - net	32	**(1,174,018)**	(810,887)
Profit for the year before net movement in regulatory deferral account		**8,150,507**	7,946,447
Net movement in regulatory deferral account	26	**(167,413)**	(104,588)
Profit for the year after net movement in regulatory deferral account		**7,983,094**	7,841,859
Income tax (expense)/benefit	13	**(748,905)**	91,902
Profit for the year after net movement in regulatory deferral account and tax		**7,234,189**	7,933,761
Other comprehensive income:			
Items that will not be reclassified to profit or loss			
Remeasurements of retirement benefit obligations	22.1	**18,047**	86,068
Items that may be reclassified to profit or loss			
Cash flow hedges - reclassified to profit or loss	10	**(711,454)**	(584,379)
Cash flow hedges - effective portion of changes in fair value of derivate financial instruments	10	**1,238,085**	352,004
Debt instrument at FVOCI - change in fair value	11	**913**	1,242
Related tax	13	**(102,236)**	-
Other comprehensive income/(loss) for the year		**443,355**	(145,065)
Total comprehensive income for the year		**7,677,544**	7,788,696
Profit for the year attributable to			
- Owners of the Company		**7,012,660**	7,700,823
- Non-controlling interests		**221,529**	232,938
		7,234,189	7,933,761
Total comprehensive income for the year attributable to			
- Owners of the Company		**7,261,205**	7,654,791
- Non-controlling interests		**416,339**	133,905
		7,677,544	7,788,696
Earnings per share			
Basic and diluted earnings per share (AED)	33	**0.140**	0.154

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

	Attributable to the Owners							
	Share capital AED'000	Capital contribution AED'000	Statutory reserve AED'000	Hedging reserve AED'000	Retained earnings AED'000	Total AED'000	Non-controlling interests AED'000	Total equity AED'000
At 1 January 2023	500,000	40,042,885	591,346	954,247	47,338,862	89,427,340	2,953,130	92,380,470
Total comprehensive income for the year								
Profit for the year	-	-	-	-	7,700,823	7,700,823	232,938	7,933,761
Other comprehensive loss	-	-	-	(129,525)	83,493	(46,032)	(99,033)	(145,065)
Total comprehensive income for the year	-	-	-	(129,525)	7,784,316	7,654,791	133,905	7,788,696
Transactions with the Owners								
Capital contribution by non-controlling interests	-	-	-	-	-	-	780,306	780,306
Capital contribution - value of lands (net)	-	112	-	-	-	112	-	112
Dividend paid (refer note 38)	-	-	-	-	(7,870,000)	(7,870,000)	(378,230)	(8,248,230)
At 31 December 2023	500,000	40,042,997	591,346	824,722	47,253,178	89,212,243	3,489,111	92,701,354
At 1 January 2024	**500,000**	**40,042,997**	**591,346**	**824,722**	**47,253,178**	**89,212,243**	**3,489,111**	**92,701,354**
Total comprehensive income for the year								
Profit for the year	**-**	**-**	**-**	**-**	**7,012,660**	**7,012,660**	**221,529**	**7,234,189**
Other comprehensive income	**-**	**-**	**-**	**231,540**	**17,005**	**248,545**	**194,810**	**443,355**
Total comprehensive income for the year	**-**	**-**	**-**	**231,540**	**7,029,665**	**7,261,205**	**416,339**	**7,677,544**
Transactions with the Owners								
Capital contribution by non-controlling interests	**-**	**-**	**-**	**-**	**-**	**-**	**2,119,934**	**2,119,934**
Settlement on liquidation of subsidiary	**-**	**-**	**-**	**-**	**(51)**	**(51)**	**(50)**	**(101)**
Acquisition of minority interest	**-**	**-**	**-**	**-**	**1,322**	**1,322**	**(1,481)**	**(159)**
Capital contribution - value of lands (net) (refer note 7)	**-**	**(925,486)**	**-**	**-**	**-**	**(925,486)**	**-**	**(925,486)**
Dividend paid (refer note 38)	**-**	**-**	**-**	**-**	**(6,200,000)**	**(6,200,000)**	**(385,236)**	**(6,585,236)**
At 31 December 2024	**500,000**	**39,117,511**	**591,346**	**1,056,262**	**48,084,114**	**89,349,233**	**5,638,617**	**94,987,850**

CONSOLIDATED STATEMENT OF CASH FLOWS

	Note	For the year ended 31 December 2024 AED'000	2023 AED'000
Cash flows from operating activities			
Profit for the year after tax		**7,234,189**	7,933,761
Adjustments for:			
Depreciation	7	**6,483,149**	6,043,114
Amortisation – intangible assets	8	**84,783**	83,864
Write-off of property, plant and equipment		**-**	114,972
Gain on modification of lease		**(89)**	(23)
Provision for obsolete inventories	16	**10,709**	8,403
Impairment of property, plant and equipment	7	**919**	-
Fair value adjustments		**(29,125)**	116,119
Liabilities written back	31	**(23,072)**	(297,290)
Credit impairment (reversal)/losses	15, 17 & 18	**(93,197)**	125,665
Deferred income	28.1	**(1,164,098)**	(1,091,252)
Retirement benefit obligations – gratuity	22	**149,487**	148,384
Retirement benefit obligations – pensions	22	**130,961**	123,226
Ineffective portion of gain on derivative financial instrument	32	**(2,751)**	(5,307)
Profit on sale of property, plant and equipment		**(4,683)**	(401)
Insurance claim income		**(353,313)**	-
Finance costs	32	**2,133,855**	1,617,044
Finance income	32	**(957,086)**	(800,850)
Income tax expense/(benefit)	13	**748,905**	(91,902)
Operating cash flows before changes in operating assets and liabilities		**14,349,543**	14,027,527
Changes in operating assets and liabilities:			
Inventories	16	**(169,244)**	35,658
Other assets		**(74,372)**	(430,635)
Trade receivables		**410,622**	786,299
Other financial assets at amortised cost		**(476,931)**	(230,860)
Trade and other payables		**3,405,418**	2,402,493
Regulatory deferral account credit balance	26	**167,413**	104,588
Net operating cash flows		**17,612,449**	16,517,646
Payment for retirement benefit obligations – gratuity	22	**(38,377)**	(45,309)
Payment for retirement benefit obligations – pensions	22	**(138,663)**	(132,115)
Net cash generated from operating activities		**17,435,409**	16,517,646

CONSOLIDATED STATEMENT OF CASH FLOWS

	Note	For the year ended 31 December	
		2024	2023
		AED'000	AED'000
Net cash generated from operating activities		**17,435,409**	16,517,646
Investing activities			
Purchase of property, plant and equipment net of movements in capital payables and other long-term liabilities		**(9,267,317)**	(6,804,683)
Deposits with original maturity of greater than three months – placed	18	**(10,098,798)**	(517,426)
Deposits with original maturity of greater than three months – matured	18	**11,406,036**	3,149,054
Investment in debt instruments - placed		**(856,895)**	(861,571)
Investment in debt instruments - matured		**1,060,761**	378,390
Investment in equity instruments - placed		**(39,230)**	(47,225)
Investment in equity instruments - matured		**5,615**	-
Purchase of intangible assets	8	**(7,213)**	(21,437)
Additions to investment properties		**-**	(12,786)
Interest received		**1,014,861**	732,824
Acquisition of a subsidiary		**(159)**	(892,500)
UAE National Bonds and Sukuk Bonds - placed	15.2	**(1,526,236)**	(837,710)
UAE National Bonds and Sukuk Bonds - matured	15.2	**1,207,955**	938,692
Proceeds from disposal of property, plant and equipment		**167,464**	20,600
Net cash used in investing activities		**(6,933,156)**	(4,775,778)
Financing activities			
Repayments of borrowings		**(8,858,382)**	(4,298,320)
Proceeds from borrowings		**7,502,808**	2,367,440
Interest paid on borrowings		**(2,577,233)**	(2,377,823)
Interest paid on lease liabilities	23	**(232)**	(104)
Repayment of lease liabilities	23	**(17,958)**	(29,116)
Capital repayment to non-controlling interests on liquidation of subsidiary		**(50)**	-
Capital contribution by non-controlling interests		**749,342**	780,306
Dividends paid to the Owners	38	**(6,200,000)**	(7,870,000)
Dividends paid to non-controlling interests	38	**(385,236)**	(378,230)
Net cash used in financing activities		**(9,786,941)**	(11,805,847)
Net increase/(decrease) in cash and cash equivalents		**715,312**	(63,979)
Cash and cash equivalents at the beginning of the year		**4,658,317**	4,722,296
Cash and cash equivalents at the end of the year	19	**5,373,629**	4,658,317

1. ESTABLISHMENT AND OPERATIONS

Dubai Electricity and Water Authority ("DEWA" or "the Authority" or "the Company") was incorporated on 1 January 1992 in the Emirate of Dubai by a decree ("the Original Decree") issued by H.H. The Ruler of Dubai, effective 1 January 1992, as an independent public authority having the status of a body corporate, and financially and administratively independent from the Government. In accordance with the Original Decree, all rights, property and assets of Dubai Electricity Company ("DEC") and Dubai Water Department ("the Department") belonging to the Government, were vested in the Authority, and the Authority was held responsible for all liabilities and debts of DEC and the Department, of any kind whatsoever. Together, DEC and the Department formed DEWA from the effective date of the Original Decree.

The principal activities of the Authority, in accordance with the Original Decree and Decree No. 13 of 1999 which amended some of the provisions of the Original Decree, comprise water desalination and distribution and the generation, transmission and distribution of electricity, throughout the Emirate of Dubai. The registered address of the Authority is P.O. Box 564, Dubai, United Arab Emirates ("UAE").

In prior years, the Authority was wholly owned by DoF, the Government of Dubai which announced its plan to list the shares of the Authority on the Dubai Financial Market (DFM). In the year 2022, Department of Finance (DoF), the Government of Dubai had sold 18% of its shareholding in the Authority through an Initial Public Offering ("IPO"). The Authority got listed on the Dubai Financial Market (DFM) and its shares started trading with effect from 12 April 2022.

In the previous year, the Government of Dubai passed Law No. (25) of 2023 establishing Dubai Investment Fund (DIF). DoF, the Government of Dubai, transferred its shareholding in Dubai Electricity and Water Authority PJSC to DIF. The ultimate controlling party of the Group is the Government of Dubai. The ownership structure of the Authority is as follows:

	Ownership %
Dubai Investment Fund (DIF)	**82%**
Local and international investors (including institutional and retail investors)	**18%**
	100%

DEWA and its subsidiaries are collectively referred to as "the Group". The Group either directly or indirectly controls following significant subsidiaries, which are domiciled in UAE:

Name of the entity	Percentage of beneficial ownership 31 Dec. 2024	31 Dec. 2023	Principal business activities
Al Etihad Energy Services Company LLC	**100**	100	Implement energy efficiency measures in buildings
Etihad Clean Energy Development Company LLC	**100**	100	Buildings energy efficiency services, solar energy systems rental and solar energy systems installation
Jumeirah Energy International Holdings LLC (JEIHL)	**100**	100	Holding Company
Jumeirah Energy International LLC (JEI)	**100**	100	Holding Company
Mai Dubai LLC	**100**	100	Purification and sale of potable water
Hassyan Energy 1 Holdings LLC	**100**	100	Holding Company
Shuaa Energy 2 Holdings LLC	**100**	100	Holding Company
Shuaa Energy 3 Holdings LLC	**100**	100	Holding Company
Jumeirah Energy International Capital Holding LLC	**100**	100	Holding Company
Jumeirah Energy International Silicon Valley LLC (iii)	**-**	100	Holding Company
Noor Energy 1 Holdings LLC	**100**	100	Holding Company
Data Hub Integrated Solutions LLC (MORO)	**100**	100	Established to provide services including IT, and infrastructure, networking and computer system housing services
Digital DEWA LLC	**100**	100	Investment in commercial, industrial, retail trade and energy enterprises and management
Infra X	**100**	100	To provide services including IT and computer housing services
DXB CoolCo. FZCO (v)	**48**	48	Establishing and operating district cooling projects and providing air-conditioning, ventilator and refrigeration services.
Utilities Management Company LLC	**78**	78	Holding Company
Emirates Central Cooling Systems Corporation PJSC (EMPOWER)	**56**	56	Provision of district cooling services, management, maintenance of central cooling plants and related distribution networks
EMPOWER FM LLC	**56**	56	Air conditioning, ventilation and air filtration system, installation and maintenance
EMPOWER Engineering & Consultancy LLC	**56**	56	Project development consultant services
Palm Utilities LLC (ii)	**56**	56	Establish and operate district cooling projects and provide air conditioning, ventilator and refrigeration services
Palm District Cooling LLC (PDC) (ii)	**56**	56	Establish and operate district cooling projects and provide air conditioning, ventilator and refrigeration services.
Empower Insulated Pipe Systems L.L.C. (formerly Empower Logstor LLC) (i)	**56**	54.3	Manufacturing of pre-insulated pipes, mainly for district cooling

Name of the entity	Percentage of beneficial ownership 31 Dec. 2024	31 Dec. 2023	Principal business activities
Shuaa Energy 2 P.S.C	**60**	60	Establish and provide full range of services for generation of electricity
Innogy International Middle East LLC (iii)	**-**	51	Energy projects consultancy, desalination and sewage treatment plants operations and maintenance
Shuaa Energy 1 P.S.C	**51**	51	Establish and provide full range of services for generation of electricity
Hassyan Energy Phase 1 P.S.C	**51**	51	Establish and provide full range of services for generation of electricity
Noor Energy 1 P.S.C	**51**	51	Establish and provide full range of services for generation of electricity
Hassyan Water Company 1 Private Joint Stock (PSC)	**60**	60	Water desalination including collecting of water, sterilizing and transporting it in lines and linking it to a water distribution network and operating and maintaining water production projects
Digital X LLC	**100**	100	Establish and provide full range of services for information technology, data entry, network consultancies
Smart Energy X LLC	**100**	100	Establish and provide full range of services for parking management electronic systems installation and maintenance
Shuaa Energy 3 P.S.C	**60**	60	Establish and provide full range of services for generation of electricity
Forward Investments Limited	**100**	100	Holding Company
Dubai Carbon Centre of Excellence	**100**	100	Energy projects engineering consultancy and carbon control systems trading
SecureX	**100**	100	Computer systems housing services, communication equipment, software design, data classification & analysis services, IT infrastructure, data centre co-location services and information technology network services
Space D	**100**	100	Managing & operating satellites & provision satellite services, wired & wireless communication systems installation and space situational tracking, monitoring & awareness services
EMPOWER Snow LLC	**56**	56	Establish and operate district cooling projects and provide air-conditioning, ventilation and refrigeration services
Hassyan Water Company 1 Holding LLC	**100**	100	Holding Company
Hassyan Water Company A Holdings LLC (iv)	**100**	100	Holding Company
Shuaa Energy 4 Holding LLC (iv)	**100**	100	Holding Company
Shuaa Energy 4 P.S.C (iv)	**60**	60	Establish and provide full range of services for generation of electricity

Name of the entity	Percentage of beneficial ownership 31 Dec. 2024	31 Dec. 2023	Principal business activities
Hassyan Water Company A P.S.C (iv)	**60**	60	Establish and provide full range of services for production of desalinated water
Dubai Green Fund Holdings LLC	**100**	100	Holding Company
Dubai Green Fund Investments LLC	**100**	100	To invest and manage commercial, industrial, retail trade and energy enterprises
Forward Ventures SPV Holding Limited	**100**	100	Holding Company
Forward Ventures 1 Holding Limited	**100**	100	Holding Company
Forward Ventures 2 Holding Limited	**100**	100	Holding Company

(i) During the current year, in January 2024, EMPOWER acquired 3% minority shareholding in Empower Logstor LLC from Logstor Holding for AED 0.2 million. In July 2024, Empower Logstor LLC legal name was changed to Empower Insulated Pipe Systems L.L.C.

(ii) During the current year, in July 2024, EMPOWER acquired additional shareholding in Palm Utilities LLC, from Utilities Management Company LLC. As a result of this transaction, the ownership of EMPOWER in Palm Utilities LLC and Palm District Cooling LLC increased to 100%. During 2013, EMPOWER acquired 99.5% interest in Palm Utilities LLC (“PU”) and 99.9% interest in its subsidiary Palm District Cooling LLC (“PDC”).

(iii) During the current year, Jumeirah Energy International Silicon Valley LLC and Innogy International Middle East LLC were liquidated.

(iv) In the previous year, the Group established two new holding companies each with 100% ownership of the Authority. The objective was to establish the project companies through these holding companies towards expansion of generation of electricity and desalination of water. The project companies were also incorporated during the previous year with 60% ownership.

(v) During the year ended 31 December 2023, EMPOWER entered into an agreement with DACC to acquire 85% of DXB CoolCo. FZCO. The purpose of DXB CoolCo. FZCO is to provide district cooling services to Dubai Airports Corporation (“DAC”), fully managed by EMPOWER. Although certain foundation documents with respect to DXB CoolCo. FZCO provide the second shareholder (DACC) with certain decision-making rights, which are deemed to be protective rights given the strategic nature of the transaction and its importance to the Government of Dubai, the management assessed that based on provisions in the foundation documents, the Group has adequate rights to make strategic, operational and financial decisions unilaterally. On that basis, the management concluded that the Group has control over DXB CoolCo. FZCO.

2. BASIS OF PREPARATION

The principal accounting policies applied by the Group in the preparation of these consolidated financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

2.1 STATEMENT OF COMPLIANCE

These consolidated financial statements of the Group have been prepared in accordance with International Financial Reporting Standards (IFRS) as issued by the International Accounting Standards Board ("IFRS Accounting Standards") and interpretations issued by the IFRS Interpretations Committee (IFRS IC) applicable to companies reporting under IFRS and applicable provisions of UAE Federal Decree Law No. (32) of 2021. These consolidated financial statements comply with IFRS Accounting Standards and applicable provisions of UAE Federal Decree Law No. (32) of 2021.

These consolidated financial statements are presented in UAE Dirhams (AED), which is the Authority's functional currency and have been rounded to nearest thousands. Subsidiaries and joint ventures determine their own functional currency and items included in the financial statements of these companies are measured using that functional currency.

2.2 BASIS OF MEASUREMENT

The consolidated financial statements have been prepared on a historical cost basis except for financial assets and financial liabilities measured at fair value, wherever applicable.

2.3 USE OF ESTIMATES AND JUDGEMENTS

The preparation of consolidated financial statements in conformity with IFRS Accounting Standards requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Group's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the Group's consolidated financial statements are disclosed in note 5.

3. MATERIAL ACCOUNTING POLICIES

3.1 NEW STANDARDS, AMENDMENTS AND INTERPRETATIONS ISSUED BUT NOT YET EFFECTIVE

A number of new standards are effective for annual periods beginning after 1 January 2025 and earlier application is permitted, however, the Group has not early adopted the new or amended standards in preparing the consolidated financial statements.

The following amended standards and interpretations are not expected to have a material impact on the Group's consolidated financial statements:

	Effective date
Lack of Exchangeability – Amendments to IAS 21	1 January 2025
Classification and measurement of financial instruments – Amendments to IFRS 9 and IFRS 7	1 January 2026
Annual improvements to IFRS Accounting Standards – Volume 11	1 January 2026
IFRS 18 Presentation and Disclosures in Financial Statements	1 January 2027
IFRS 19 Subsidiaries without Public Accountability: Disclosures	1 January 2027
Sale or Contribution of Assets between an Investor and its Associates or Joint Venture – Amendments to IFRS 10 and IAS 28	Effective date deferred indefinitely

3.2 OTHER NEW OR AMENDED STANDARDS

The following new or amended standards that are required to be adopted in annual periods beginning on 1 January 2024 and do not have a material impact on the Group's consolidated financial statements:

	Effective date
Non-current liabilities with covenants – Amendments to IAS 1 and Classification of liabilities as Current or Non-current (Amendments to IAS 1)	1 January 2024
Lease liability in a Sale and Leaseback – Amendments to IFRS 16	1 January 2024
Supplier finance arrangements – Amendments to IAS 7 and IFRS 7	1 January 2024

3.3 BASIS OF CONSOLIDATION

(a) Business combinations

The Group accounts for business combinations using the acquisition method when the acquired set of activities and assets meets the definition of a business and control is transferred to the Group. In determining whether a particular set of activities and assets is a business, the Group assesses whether the set of assets and activities acquired includes, at a minimum, an input and substantive process and whether the acquired set has the ability to produce outputs.

The Group has an option to apply a 'concentration test' that permits a simplified assessment of whether an acquired set of activities and assets is not a business. The optional concentration test is met if substantially all of the fair value of the gross assets acquired is concentrated in a single identifiable asset or group of similar identifiable assets.

The consideration transferred in the acquisition is generally measured at fair value, as are the identifiable net assets acquired. Any goodwill that arises is tested annually for impairment. Any gain on a bargain purchase is recognised in profit or loss immediately. Transaction costs are expensed as incurred, except if related to the issue of debt or equity securities.

The consideration transferred does not include amounts related to the settlement of pre-existing relationships. Such amounts are generally recognised in profit or loss.

Any contingent consideration is measured at fair value at the date of acquisition. If an obligation to pay contingent consideration that meets the definition of a financial instrument is classified as equity, then it is not remeasured, and settlement is accounted for within equity. Otherwise, other contingent consideration is remeasured at fair value at each reporting date and subsequent changes in the fair value of the contingent consideration are recognised in profit or loss.

If share-based payment awards (replacement awards) are required to be exchanged for awards held by the acquiree's employees (acquiree's awards), then all or a portion of the amount of the acquirer's replacement awards is included in measuring the consideration transferred in the business combination. This determination is based on the market-based measure of the replacement awards compared with the market-based measure of the acquiree's awards and the extent to which the replacement awards relate to pre-combination service.

(b) Subsidiaries

Subsidiaries are entities controlled by the Group. The Group 'controls' an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The financial statements of subsidiaries are included in the consolidated financial statements from the date on which control commences until the date on which control ceases.

(c) Non-controlling interests (NCI)

NCI are measured initially at their proportionate share of the acquiree's identifiable net assets at the date of acquisition.

Changes in the Group's interest in a subsidiary that do not result in a loss of control are accounted for as equity transactions.

(d) Loss of control

When the Group loses control over a subsidiary, it derecognises the assets and liabilities of the subsidiary, and any related NCI and other components of equity. Any resulting gain or loss is recognised in profit or loss. Any interest retained in the former subsidiary is measured at fair value when control is lost.

(e) Interests in equity-accounted investees

The Group's interests in equity-accounted investees comprise interests in associates and a joint venture.

Associates are those entities in which the Group has significant influence, but not control or joint control, over the financial and operating policies. A joint venture is an arrangement in which the Group has joint control, whereby the Group has rights to the net assets of the arrangement, rather than rights to its assets and obligations for its liabilities.

Interests in associates and the joint venture are accounted for using the equity method. They are initially recognised at cost, which includes transaction costs. Subsequent to initial recognition, the consolidated financial statements include the Group's share of the profit or loss and OCI of equity accounted investees, until the date on which significant influence or joint control ceases.

(f) Transactions eliminated on consolidation

Intra-group balances and transactions, and any unrealised income and expenses (except for foreign currency transaction gains or losses) arising from intra-group transactions, are eliminated. Unrealised gains arising from transactions with equity-accounted investees are eliminated against the investment to the extent of the Group's interest in the investee. Unrealised losses are eliminated in the same way as unrealised gains, but only to the extent that there is no evidence of impairment.

3.4 PROPERTY, PLANT AND EQUIPMENT

Property, plant and equipment, other than land and capital work in progress, are stated at historical cost less accumulated depreciation and any provisions for impairment. The initial cost of an asset comprises its purchase price or construction cost and any costs directly attributable to bringing the asset into operation. The purchase price or construction cost is the aggregate amount paid and the fair value of any other consideration given to acquire the asset.

When parts of property, plant and equipment are significant in cost in comparison to the total cost of the item, and where such parts/components have a useful life different than other parts and are required to be replaced at different intervals, the Group recognises such parts as individual assets with specific useful lives and depreciates them accordingly. Likewise, when a major overhaul is performed, the directly attributable cost of the overhaul is recognised in the carrying amount of the plant and equipment if the recognition criteria are satisfied. This is recorded as a separate component with a useful life generally equal to the time period up to the next scheduled major overhaul.

Subsequent expenditure incurred to replace a component of an item of property, plant and equipment or to improve its operational performance, that is accounted for separately, is included in the asset's carrying amount or recognised as a separate asset as appropriate when it is probable that future economic benefits in excess of the originally assessed standard of performance of the existing asset will flow to the Group and the cost of the item can be measured reliably. The carrying amount of the replaced asset is subsequently derecognised.

Expenditure on major inspection and overhauls of production plant is capitalised when it meets the asset recognition criteria and is depreciated over the period until the next major overhaul. All other repair and maintenance costs are charged to profit or loss during the year in which they are incurred.

Generation and desalination plants, supply lines and substation equipment are capitalised from the date these are available for use, after satisfactory completion of trial and reliability runs.

Capital work in progress is stated at cost, less any impairment. When commissioned, capital work in progress is transferred to the appropriate property, plant and equipment category and depreciated in accordance with the Group's policies.

Land received for free is initially measured at a fair value. The valuation is based on valuation received from Land Department of the Government of Dubai, which is considered the deemed cost and is not depreciated.

Depreciation on other assets is calculated using the straight-line method at rates calculated to reduce the cost of assets to their estimated residual values over their estimated useful lives or in case of leased assets, the shorter term.

The estimated useful lives of property, plant and equipment for current and comparative periods are as follows:

	Years (2024 and 2023)
Buildings	10 to 30
Generation, desalination and district cooling plants	10 to 38
Transmission and distribution networks	10 to 30
Other equipment and assets	2 to 20

Depreciation method, useful lives and residual values are reviewed at each reporting date and adjusted, if appropriate.

The carrying amount of property, plant and equipment is reviewed for impairment when events or changes in circumstances indicate the carrying amount may not be recoverable. An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Any gain and loss on disposal of an item of property, plant and equipment is recognised in profit of loss and determined as the difference between the proceeds received and the asset's carrying amount.

Capital spares acquired together with the plant or purchased subsequently that are (i) only expected to be used during emergency breakdown situations and (ii) critical to the plant operation and must be available at stand-by at all times; are capitalised within property, plant and equipment and depreciated from purchase date over the remaining useful life of the plant in which it is to be utilised. These do not form part of inventory provided the capitalisation criteria for property, plant and equipment is met.

3.5 INTANGIBLE ASSETS

(a) Recognition and measurement

Intangible assets mainly include expenditure incurred on computer software by the Group. These are measured at cost upon initial recognition. Following initial recognition, intangible assets are carried at cost less any accumulated amortisation and accumulated impairment losses.

The costs of acquired computer software are capitalised on the basis of the costs incurred to acquire and bring into use the specific software. Costs directly associated with the development of computer software programmes that are expected to generate economic benefits over a period in excess of one year are also capitalised and amortised over their estimated useful lives. Costs associated with maintaining computer software programmes are recognised as an expense as incurred.

(b) Subsequent expenditure

Subsequent expenditure is capitalised only when it increases the future economic benefits embodied in the specific asset to which it relates. All other expenditure, including expenditure on internally generated goodwill and brands, is recognised in profit or loss as incurred.

(c) Amortisation

Amortisation is calculated to write off the cost of intangible assets less their estimated residual values using the straight-line method over their estimated useful lives and is generally recognised in profit or loss. The estimated useful lives for current and comparative periods are 3 to 5 years.

Amortisation method, useful lives and residual values are reviewed at each reporting date and adjusted, if appropriate.

Gains or losses arising from derecognising an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognised in profit or loss when the asset is derecognised.

3.6 FINANCIAL INSTRUMENTS

(i) Recognition and initial measurement

Trade receivables and debt securities issued are initially recognised when they are originated. All other financial assets and financial liabilities are initially recognised when the Group becomes a party to the contractual provisions of the instrument. A financial asset (unless it is a trade receivable without a significant financing component) or financial liability is initially measured at fair value plus or minus, for an item not at FVTPL, transaction costs that are directly attributable to its acquisition or issue. A trade receivable without a significant financing component is initially measured at the transaction price.

(ii) Classification and subsequent measurement

Financial assets

On initial recognition, a financial asset is classified as measured at: amortised cost; FVOCI – debt investment; FVOCI – equity investment; or FVTPL.

Financial assets are not reclassified subsequent to their initial recognition unless the Group changes its business model for managing financial assets, in which case all affected financial assets are reclassified on the first day of the first reporting period following the change in the business model.

A financial asset is measured at amortised cost if it meets both of the following conditions and is not designated as at FVTPL:

- it is held within a business model whose objective is to hold assets to collect contractual cash flows; and
- its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

A debt investment is measured at FVOCI if it meets both of the following conditions and is not designated as at FVTPL:

- it is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets; and
- its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

On initial recognition of an equity investment that is not held for trading, the Group may irrevocably elect to present subsequent changes in the investment's fair value in OCI. This election is made on an investment-by-investment basis.

All financial assets not classified as measured at amortised cost or FVOCI as described above are measured at FVTPL. This includes all derivative financial assets. On initial recognition, the Group may irrevocably designate a financial asset that otherwise meets the requirements to be measured at amortised cost or at FVOCI as at FVTPL if doing so eliminates or significantly reduces an accounting mismatch that would otherwise arise.

Financial assets – Business model assessment

The Group makes an assessment of the objective of the business model in which a financial asset is held at a portfolio level because this best reflects the way the business is managed and information is provided to management. The information considered includes:

- the stated policies and objectives for the portfolio and the operation of those policies in practice. These include whether management's strategy focuses on earning contractual interest income, maintaining a particular interest rate profile, matching the duration of the financial assets to the duration of any related liabilities or expected cash outflows or realising cash flows through the sale of the assets;
- how the performance of the portfolio is evaluated and reported to the Group's management;
- the risks that affect the performance of the business model (and the financial assets held within that business model) and how those risks are managed;
- how managers of the business are compensated – e.g. whether compensation is based on the fair value of the assets managed or the contractual cash flows collected; and
- the frequency, volume and timing of sales of financial assets in prior periods, the reasons for such sales and expectations about future sales activity.

Transfers of financial assets to third parties in transactions that do not qualify for derecognition are not considered sales for this purpose, consistent with the Group's continuing recognition of the assets.

Financial assets that are held for trading or are managed and whose performance is evaluated on a fair value basis are measured at FVTPL.

Financial assets - Assessment whether contractual cash flows are solely payments of principal and interest

For the purposes of this assessment, 'principal' is defined as the fair value of the financial asset on initial recognition. 'Interest' is defined as consideration for the time value of money and for the credit risk associated with the principal amount outstanding during a particular period of time and for other basic lending risks and costs (e.g. liquidity risk and administrative costs), as well as a profit margin.

In assessing whether the contractual cash flows are solely payments of principal and interest, the Group considers the contractual terms of the instrument. This includes assessing whether the financial asset contains a contractual term that could change the timing or amount of contractual cash flows such that it would not meet this condition. In making this assessment, the Group considers:

- contingent events that would change the amount or timing of cash flows;
- terms that may adjust the contractual coupon rate, including variable-rate features;
- prepayment and extension features; and

- terms that limit the Group's claim to cash flows from specified assets (e.g. non-recourse features).

A prepayment feature is consistent with the solely payments of principal and interest criterion if the prepayment amount substantially represents unpaid amounts of principal and interest on the principal amount outstanding, which may include reasonable compensation for early termination of the contract.

Additionally, for a financial asset acquired at a discount or premium to its contractual par amount, a feature that permits or requires prepayment at an amount that substantially represents the contractual par amount plus accrued (but unpaid) contractual interest (which may also include reasonable compensation for early termination) is treated as consistent with this criterion if the fair value of the prepayment feature is insignificant at initial recognition.

Financial assets – Subsequent measurement and gains and losses

Financial assets at FVTPL	These assets are subsequently measured at fair value. Net gains and losses, including any interest or dividend income, are recognised in profit or loss.
Financial assets at amortised cost	These assets are subsequently measured at amortised cost using the effective interest method. The amortised cost is reduced by impairment losses. Interest income, foreign exchange gains and losses and impairment are recognised in profit or loss. Any gain or loss on derecognition is recognised in profit or loss.
Debt investments at FVOCI	These assets are subsequently measured at fair value. Interest income calculated using the effective interest method, foreign exchange gains and losses and impairment are recognised in profit or loss. Other net gains and losses are recognised in OCI. On derecognition, gains and losses accumulated in OCI are reclassified to profit or loss.
Equity investments at FVOCI	These assets are subsequently measured at fair value. Dividends are recognised as income in profit or loss unless the dividend clearly represents a recovery of part of the cost of the investment. Other net gains and losses are recognised in OCI and are never reclassified to profit or loss.

Financial liabilities - Classification, subsequent measurement and gains and losses

Financial liabilities are classified as measured at amortised cost or FVTPL. A financial liability is classified as at FVTPL if it is classified as held-for-trading, it is a derivative or it is designated as such on initial recognition. Financial liabilities at FVTPL are measured at fair value and net gains and losses, including any interest expense, are recognised in profit or loss. Other financial liabilities are subsequently measured at amortised cost using the effective interest method. Interest expense and foreign exchange gains and losses are recognised in profit or loss. Any gain or loss on derecognition is also recognised in profit or loss.

(iii) Derecognition

Financial assets

The Group derecognises a financial asset when:

- the contractual rights to the cash flows from the financial asset expire; or
- it transfers the rights to receive the contractual cash flows in a transaction in which either:
  - substantially all of the risks and rewards of ownership of the financial asset are transferred; or
  - the Group neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset.

The Group enters into transactions whereby it transfers assets recognised in its consolidated statement of financial position but retains either all or substantially all of the risks and rewards of the transferred assets. In these cases, the transferred assets are not derecognised.

Financial liabilities

The Group derecognises a financial liability when its contractual obligations are discharged or cancelled or expire. The Group also derecognises a financial liability when its terms are modified and the cash flows of the modified liability are substantially different, in which case a new financial liability based on the modified terms is recognised at fair value.

On derecognition of a financial liability, the difference between the carrying amount extinguished and the consideration paid (including any non-cash assets transferred or liabilities assumed) is recognised in profit or loss.

(iv) Offsetting

Financial assets and financial liabilities are offset, and the net amount presented in the consolidated statement of financial position when, and only when, the Group currently has a legally enforceable right to set off the amounts and it intends either to settle them on a net basis or to realise the asset and settle the liability simultaneously.

(v) Derivative financial instruments and hedge accounting

The Group holds derivative financial instruments to hedge its foreign currency and interest rate risk exposures. Embedded derivatives are separated from the host contract and accounted for separately if the host contract is not a financial asset and certain criteria are met. Derivatives are initially measured at fair value. Subsequent to initial recognition, derivatives are measured at fair value, and changes therein are generally recognised in profit or loss.

The Group designates certain derivatives as hedging instruments to hedge the variability in cash flows associated with highly probable forecast transactions arising from changes in foreign exchange rates and interest rates and certain derivatives and non-derivative financial liabilities as hedges of foreign exchange risk on a net investment in a foreign operation.

At inception of designated hedging relationships, the Group documents the risk management objective and strategy for undertaking the hedge. The Group also documents the economic relationship between the hedged item and the hedging instrument, including whether the changes in cash flows of the hedged item and hedging instrument are expected to offset each other.

Hedges directly affected by interest rate benchmark reform

When the basis for determining the contractual cash flows of the hedged item or hedging instrument changes as a result of IBOR reform and therefore there is no longer uncertainty arising about the cash flows of the hedged item or the hedging instrument, the Group amends the hedge documentation of that hedging relationship to reflect the change(s) required by IBOR reform. For this purpose, the hedge designation is amended only to make one or more of the following changes:

- designating an alternative benchmark rate as the hedged risk;
- updating the description of the hedged item, including the description of the designated portion of the cash flows or fair value being hedged; or
- updating the description of the hedging instrument.

The Group also amends the description of the hedging instrument if the following conditions are met:

- it makes a change required by IBOR reform by using an approach other than changing the basis for determining the contractual cash flows of the hedging instrument;
- the chosen approach is economically equivalent to changing the basis for determining the contractual cash flows of the original hedging instrument; and
- the original hedging instrument is not derecognised.

The Group amends the formal hedge documentation by the end of the reporting period during which a change required by IBOR reform is made to the hedged risk, hedged item or hedging instrument. These amendments in the formal hedge documentation do not constitute the discontinuation of the hedging relationship or the designation of a new hedging relationship.

If changes are made in addition to those changes required by IBOR reform described above, then the Group first considers whether those additional changes result in the discontinuation of the hedge accounting relationship. If the additional changes do not result in the discontinuation of the hedge accounting relationship, then the Group amends the formal hedge documentation for changes required by IBOR reform as mentioned above.

When the interest rate benchmark on which the hedged future cash flows had been based is changed as required by IBOR reform, for the purpose of determining whether the hedged future cash flows are expected to occur, the Group deems that the hedging reserve recognised in OCI for that hedging relationship is based on the alternative benchmark rate on which the hedged future cash flows will be based.

More information about the Group's accounting policies and risk management activities related to derivative financial instruments and hedge accounting is provided in note 4.1 (iii) (c), cash flow and fair value interest rate risk.

Cash flow hedges

When a derivative is designated as a cash flow hedging instrument, the effective portion of changes in the fair value of the derivative is recognised in OCI and accumulated in the hedging reserve. The effective portion of changes in the fair value of the derivative that is recognised in OCI is limited to the cumulative change in fair value of the hedged item, determined on a present value basis, from inception of the hedge. Any ineffective portion of changes in the fair value of the derivative is recognised immediately in profit or loss.

The Group designates only the change in fair value of the spot element of forward exchange contracts as the hedging instrument in cash flow hedging relationships. The change in fair value of the forward element of forward exchange contracts (forward points) is separately accounted for as a cost of hedging and recognised in a cost of hedging reserve within equity.

When the hedged forecast transaction subsequently results in the recognition of a non-financial item such as inventory, the amount accumulated in the hedging reserve and the cost of hedging reserve is included directly in the initial cost of the non-financial item when it is recognised.

For all other hedged forecast transactions, the amount accumulated in the hedging reserve and the cost of hedging reserve is reclassified to profit or loss in the same period or periods during which the hedged expected future cash flows affect profit or loss.

If the hedge no longer meets the criteria for hedge accounting or the hedging instrument is sold, expires, is terminated or is exercised, then hedge accounting is discontinued prospectively. When hedge accounting for cash flow hedges is discontinued, the amount that has been accumulated in the hedging reserve remains in equity until, for a hedge of a transaction resulting in the recognition of a non-financial item, it is included in the non-financial item's cost on its initial recognition or, for other cash flow hedges, it is reclassified to profit or loss in the same period or periods as the hedged expected future cash flows affect profit or loss.

If the hedged future cash flows are no longer expected to occur, then the amounts that have been accumulated in the hedging reserve and the cost of hedging reserve are immediately reclassified to profit or loss.

3.7 IMPAIRMENT

(i) Non-derivative financial assets

Financial instruments and contract assets

The Group recognises loss allowances for ECLs on:

- financial assets measured at amortised cost;
- debt investments measured at FVOCI; and
- contract assets.

The Group recognises loss allowances for ECLs on trade receivables, which are disclosed as part of trade and other receivables.

The Group measures loss allowances at an amount equal to lifetime ECLs, except for the following, which are measured at 12-month ECLs:

- debt securities that are determined to have low credit risk at the reporting date; and
- other debt securities and bank balances for which credit risk (i.e. the risk of default occurring over the expected life of the financial instrument) has not increased significantly since initial recognition.

Loss allowances for trade receivables and contract assets are always measured at an amount equal to lifetime ECLs.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating ECLs, the Group considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Group's historical experience and informed credit assessment, that includes forward-looking information.

The Group assumes that the credit risk on a financial asset has increased significantly if it is more than 360 days past due.

The Group considers the credit risk on the investments in government bonds and bank deposits to be low at the reporting date, as these financial assets have low risk of default, the borrowers have strong capacity to meet their contractual cash flow obligations in the near term and adverse changes in economic and business conditions in the longer term may, but will not necessarily, reduce the ability of the borrower to fulfil its contractual cash flow obligations.

Lifetime ECLs are the ECLs that result from all possible default events over the expected life of a financial instrument.

12-month ECLs are the portion of ECLs that result from default events that are possible within the 12 months after the reporting date (or a shorter period if the expected life of the instrument is less than 12 months).

The maximum period considered when estimating ECLs is the maximum contractual period over which the Group is exposed to credit risk.

Measurement of ECLs

The Group assesses on a forward-looking basis the expected credit losses ("ECL") associated with its debt instrument assets carried at amortised cost. The Group recognises a loss allowance for such losses at each reporting date. The measurement of ECL reflects:

- An unbiased and probability-weighted amount that is determined by evaluating a range of possible outcomes;
- The time value of resources; and
- Reasonable and supportable information that is available without undue cost or effort at the reporting date about past events, current conditions and forecasts of future economic conditions.

Credit-impaired financial assets

At each reporting date, the Group assesses whether financial assets carried at amortised cost and debt securities at FVOCI are credit-impaired. A financial asset is 'credit-impaired' when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred.

Evidence that a financial asset is credit-impaired includes the following observable data:

- significant financial difficulty of the debtor;
- a breach of a contract such as default or being more than 360 days past due, except for receivables from government entities;
- the restructuring of a loan or advance by the Group on terms that the Group would not consider otherwise;
- it is probable that the debtor will enter bankruptcy or other financial reorganisation; or
- the disappearance of an active market for a security because of financial difficulties.

Presentation of allowance for ECL in the consolidated statement of financial position

Loss allowances for financial assets measured at amortised cost are deducted from the gross carrying amount of the assets.

For debt securities at FVOCI, the loss allowance is charged to profit or loss and is recognised in OCI.

Write-off

The Group writes off financial assets, in whole or in part, when it has exhausted all practical recovery efforts and has concluded that there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include (i) financial asset has become more than 12 months overdue, (ii) ceasing enforcement activity and (iii) where the Group's recovery method is foreclosing on collateral and the value of the collateral is such that there is no reasonable expectation of recovering in full.

The Group may write-off financial assets that are still subject to enforcement activity. The Group still seeks to recover amounts it is legally owed in full, but which have been partially written off due to no reasonable expectation of full recovery.

(ii) Non-financial assets

At each reporting date, the Group reviews the carrying amounts of its non-financial assets (other than biological assets, investment property, inventories, contract assets and deferred tax assets) to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated. Goodwill is tested annually for impairment.

For impairment testing, assets are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or CGUs. Goodwill arising from a business combination is allocated to CGUs or groups of CGUs that are expected to benefit from the synergies of the combination.

The recoverable amount of an asset or CGU is the greater of its value in use and its fair value less costs of disposal. Value in use is based on the estimated future cash flows, discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset or CGU.

An impairment loss is recognised if the carrying amount of an asset or CGU exceeds its recoverable amount. Impairment losses are recognised in profit or loss. They are allocated first to reduce the carrying amount of any goodwill allocated to the CGU, and then to reduce the carrying amounts of the other assets in the CGU on a pro rata basis.

An impairment loss in respect of goodwill is not reversed. For other assets, an impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

The Group's impairment calculation is based on detailed budgets and forecast calculations which are prepared separately for each of the Group's cash-generating units ("CGU") to which the individual asset is allocated. Impairment losses of continuing operations are recognised in profit or loss in those expense categories consistent with the function of the impaired asset.

3.8 LEASES

At inception of a contract, the Group assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

(i) As a lessee

At commencement or on modification of a contract that contains a lease component, the Group allocates the consideration in the contract to each lease component on the basis of its relative stand-alone prices. However, for the leases of property the Group has elected not to separate non-lease components and account for the lease and non-lease components as a single lease component.

The Group recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the end of the lease term, unless the lease transfers ownership of the underlying asset to the Group by the end of the lease term or the cost of the right-of-use asset reflects that the Group will exercise a purchase option. In that case the right-of-use asset will be depreciated over the useful life of the underlying asset, which is determined on the same basis as those of property and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the Group's incremental borrowing rate. Generally, the Group uses its incremental borrowing rate as the discount rate.

The Group determines its incremental borrowing rate by obtaining interest rates from various external financing sources and makes certain adjustments to reflect the terms of the lease and type of the asset leased.

Lease payments included in the measurement of the lease liability comprise the following:

- fixed payments, including in-substance fixed payments;
- variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- amounts expected to be payable under a residual value guarantee; and
- the exercise price under a purchase option that the Group is reasonably certain

to exercise, lease payments in an optional renewal period if the Group is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless the Group is reasonably certain not to terminate early.

The lease liability is measured at amortised cost using the effective interest method. It is remeasured when there is a change in future lease payments arising from a change in an index or rate, if there is a change in the Group's estimate of the amount expected to be payable under a residual value guarantee, if the Group changes its assessment of whether it will exercise a purchase, extension or termination option or if there is a revised in-substance fixed lease payment.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

The Group presents right-of-use assets that do not meet the definition of investment property in 'property, plant and equipment' and lease liabilities in 'loans and borrowings' in the consolidated statement of financial position.

Short-term leases and leases of low-value assets

The Group has elected not to recognise right-of-use assets and lease liabilities for leases of low-value assets and short-term leases, including IT equipment. The Group recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

(ii) As a lessor

At inception or on modification of a contract that contains a lease component, the Group allocates the consideration in the contract to each lease component on the basis of their relative standalone prices.

When the Group acts as a lessor, it determines at lease inception whether each lease is a finance lease or an operating lease.

To classify each lease, the Group makes an overall assessment of whether the lease transfers substantially all of the risks and rewards incidental to ownership of the underlying asset. If this is the case, then the lease is a finance lease; if not, then it is an operating lease. As part of this assessment, the Group considers certain indicators such as whether the lease is for the major part of the economic life of the asset.

When the Group is an intermediate lessor, it accounts for its interests in the head lease and the sub-lease separately. It assesses the lease classification of a sub-lease with reference to the right-of-use asset arising from the head lease, not with reference to the underlying asset. If a head lease is a short-term lease to which the Group applies the exemption described above, then it classifies the sub-lease as an operating lease.

If an arrangement contains lease and non-lease components, then the Group applies IFRS 15 to allocate the consideration in the contract.

The Group applies the derecognition and impairment requirements in IFRS 9 to the net investment in the lease. The Group further regularly reviews estimated unguaranteed residual values used in calculating the gross investment in the lease.

The Group recognises lease payments received under operating leases as income on a straight-line basis over the lease term as part of 'other revenue'.

3.9 INVENTORIES

Inventories comprise consumables and repair spares and operating stock of fuel. Inventories are measured at the lower of cost and net realisable value. The cost of inventories is based on the weighted average principle. Cost comprises of direct materials, and where applicable, direct labour and those overheads that have been incurred in bringing the inventories to their present location and condition. Net realisable value is the estimated selling price in the ordinary course of business, less applicable selling expenses.

3.10 BORROWING COSTS

Borrowing costs consists of interest and other costs that the Group incurs in connection with the borrowing of funds. General and specific borrowing costs that are directly attributable to the acquisition, construction or production of a qualifying asset are capitalised during the period of time that is required to complete and prepare the asset for its intended use or sale. Qualifying assets are assets that necessarily take a substantial period of time to get ready for their intended use or sale. The Group has determined the substantial period to be greater than 1 year.

Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalisation.

Other borrowing costs are expensed in the year in which they are incurred.

3.11 TRADE RECEIVABLES

Trade receivables comprise of trade receivables, due from related parties and accrued revenue. Trade receivables are amounts due from customers for goods sold or services provided in the ordinary course of business. Trade receivables are recognised initially at fair value, which is the original invoice amount, and subsequently measured at amortised cost using the effective interest method, less provision for impairment.

Trade receivables are impaired as per the policy explained in notes 3.7 and 17 to the consolidated financial statements which is in compliance with requirements of IFRS 9.

The carrying amount of an asset is reduced through the use of an allowance account, and the amount of the loss is recognised in profit or loss.

When a trade receivable is uncollectible, it is written off against the allowance account for trade receivables. Subsequent recoveries of amounts previously written off are credited in profit or loss.

3.12 CASH AND CASH EQUIVALENTS AND SHORT-TERM DEPOSITS

(a) Cash and cash equivalents

Cash and cash equivalents comprise of cash in hand, current and call accounts with the banks and other institutions and term deposits held with banks. Term deposits with banks from original maturities less than three months are disclosed as cash and cash equivalents. Bank overdrafts are shown within borrowings in current liabilities in the consolidated statement of financial position.

For the purposes of presentation in the consolidated statement of cash flows, cash and cash equivalents include cash in hand, deposits held at current and call accounts with banks, other short-term highly liquid investments with original maturities of three months or less and bank overdrafts.

(b) Short-term deposits

-term deposits comprise of fixed deposits held with the banks. Term deposits with banks with original maturities greater than twelve months are disclosed as non-current assets.

3.13 ADVANCE RECEIVED FOR NEW CONNECTIONS AND SECURITY DEPOSITS

(a) Advances for new connections

The Group receives amounts from customers for construction and installation of equipment. These amounts are classified as advances received for new connections until the construction or installation of the equipment is completed. On completion, these amounts are transferred from advances received for new connections to deferred revenue under liabilities.

Management estimates the current portion of the advances for new connections based on anticipated refunds to contractual parties. The remaining amounts are classified as non-current liabilities.

(b) Security deposits

The Group receives security deposits against electricity and water connections from its customers. These deposits are refundable to the customers only at the time of disconnection. The Group classifies all amounts received as security deposits as current liabilities as these amounts are repayable to the customer on demand upon disconnection.

3.14 DEFERRED REVENUE

Deferred revenue represents amounts transferred from advances for new connections upon completion of construction and installation of equipment. Deferred revenue is amortised and recognised in profit or loss on a straight-line basis over the estimated useful life of the related equipment. Deferred revenue also includes assets taken over or received free of cost by the Group.

3.15 BORROWINGS

Borrowings are recognised initially at fair value, net of transaction costs incurred. Borrowings are subsequently stated at amortised cost; any difference between the proceeds (net of transaction costs) and the redemption value is recognised in profit or loss over the period of the borrowings using the effective interest method. Borrowings are classified as current liabilities unless the Group has an unconditional right to defer settlement of the liability for at least 12 months after the reporting date.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case the fee is deferred until the draw down occurs. To the extent there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalised as a pre-payment for liquidity services and amortised over the period of the facility to which it relates.

Financial liabilities are derecognised when they are extinguished (i.e. when the obligation specified in the contract is discharged, cancelled or expires).

3.16 EMPLOYEE BENEFITS

Short-term employee benefits

Short-term employee benefits are expensed as the related service is provided. A liability is recognised for the amount expected to be paid if the Group has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

Liabilities for wages and salaries, including non-monetary benefits and accumulating leave that are expected to be settled wholly within 12 months after the end of the period in which the employees render the related service are recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The liabilities are presented as current liability in the consolidated statement of financial position.

Post-employment obligations

(a) Defined benefit plan

Pension obligations for UAE nationals retired before 1 January 2003

The Group operates a defined benefit pension plan for eligible UAE national employees retired before 1 January 2003. The cost of providing pensions is charged to profit or loss.

Post-employment benefit obligations for eligible expatriates

The Group operates a defined benefit payment plan for eligible expatriates and specific UAE national employees in accordance with the Dubai Government Human Resource Management Law No. (27) of 2006.

The Group's net obligation in respect of defined benefit plans is calculated separately for each plan by estimating the amount of future benefit that employees have earned in the current and prior periods, discounting that amount and deducting the fair value of any plan assets, as applicable.

The net benefit obligation is determined by discounting the estimated future cash outflows using interest rates of high-quality corporate bonds that are denominated in the currency in which the benefits will be paid, and that have terms approximating to the terms of the related obligation. In countries where there is no deep market for such bonds, the market rates on government bonds are used.

The calculation of defined benefit obligations is performed annually by a qualified actuary using the projected unit credit method.

When the calculation results in a potential asset for the Group, the recognised asset is limited to the present value of economic benefits available in the form of any future refunds from the plan or reductions in future contributions to the plan, as applicable.

To calculate the present value of economic benefits, consideration is given to any applicable minimum funding requirements.

of the net defined benefit liability, which comprise actuarial gains and losses, the return on plan assets (excluding interest) and the effect of the asset ceiling (if any, excluding interest), as applicable, are recognised immediately in OCI.

The Group determines the net interest expense (income) on the net defined benefit liability (asset) for the period by applying the discount rate used to measure the defined benefit obligation at the beginning of the annual period to the then-net defined benefit liability (asset), taking into account any changes in the net defined benefit liability (asset) during the period as a result of contributions and benefit payments.

Net interest expense and other expenses related to defined benefit plans are recognised in profit or loss.

When the benefits of a plan are changed or when a plan is curtailed, the resulting change in benefit that relates to past service or the gain or loss on curtailment is recognised immediately in profit or loss. The Group recognises gains and losses on the settlement of a defined benefit plan when the settlement occurs.

(b) Defined contribution plan

Pension obligations for UAE national from 1 January 2003

Effective 1 January 2003, the Group joined the pension scheme operated by the Federal Pension General and Social Security Group which is a defined contribution plan. The Group's contributions for eligible active UAE national employees are calculated as a percentage of the employees' salaries and charged to profit or loss, in accordance with the provisions of Federal Law No. (7) of 1999 on Pension and Social Security. The Group has no legal or constructive obligation to pay any further contributions.

Obligations for contributions to defined contribution plans are expenses as the related service is provided. Prepaid contributions are recognised as an asset to the extent that cash refund or a reduction in future payments is available.

3.17 TRADE AND OTHER PAYABLES

These amounts represent liabilities for goods and services provided to the Group prior to the end of financial year which are unpaid. The amounts are unsecured and are usually paid within 30 to 60 days of recognition. Trade and other payables are presented as current liabilities unless payment is not due within twelve months after the reporting year. Trade and other payables are recognised initially at their fair value and subsequently measured at amortised cost using the effective interest rate method. Trade and other payables are derecognised when they are extinguished (i.e. when the obligation specified in the contract is discharged, cancelled or expires).

3.18 PROVISIONS

are recognised when the Group has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation, and the amount has been reliably estimated. Provisions are not recognised for future operating losses.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The unwinding of the discount is recognised in profit or loss.

3.19 DIVIDENDS

Provision is made for the amount of any dividend declared, being appropriately authorised and no longer at the discretion of the Group, on or before the end of the reporting period but not distributed at the end of the reporting period.

3.20 CAPITAL CONTRIBUTION

Amounts contributed to the Authority by the Government of Dubai to finance the activities of the Authority are classified as equity. There is no contractual obligation for the Authority to pay these funds back to the Government of Dubai. Increase in the capital contribution (previously Government of Dubai account) is generally additional contributions either monetary or non-monetary. Non-monetary contributions are measured at fair value.

Land received for free is initially measured at a fair value. The valuation is based on valuation received from Land Department of the Government of Dubai. The fair value measurement had been categorised as a Level 3 fair value based on the inputs to the valuation techniques used. Refer note 7 (b).

3.21 STATUTORY RESERVE

In accordance with Article 241 of the UAE Federal Commercial Companies Law, a minimum of 10% of the net profit of the Authority and the subsidiaries that fall under the definition of UAE Federal Commercial Companies Law, are allocated each year to a non-distributable statutory reserve. Such allocations may cease when the statutory reserve equals half of the nominal value of the paid-up share capital.

This reserve is not available for distribution except as stipulated by law. Refer note 20 (c).

3.22 REVENUE FROM CONTRACTS WITH CUSTOMERS

The Group recognises revenue from contracts with customers based on a five-step model as set out in IFRS 15:

Step 1. Identify the contract(s) with a customer: A contract is defined as an agreement between two or more parties that creates enforceable rights and obligations and sets out the criteria for every contract that must be met.

Step 2. Identify the performance obligations in the contract: A performance obligation is a promise in a contract with a customer to transfer a good or service to the customer.

Step 3. Determine the transaction price: The transaction price is the amount of consideration to which the Group expects to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of third parties.

Step 4. Allocate the transaction price to the performance obligations in the contract: For a contract that has more than one performance obligation, the Group will allocate the transaction price to each performance obligation in an amount that depicts the amount of consideration to which the Group expects to be entitled in exchange for satisfying each performance obligation.

Step 5. Recognise revenue when (or as) the entity satisfies a performance obligation.

The Group satisfies a performance obligation and recognises revenue over time, if one of the following criteria is met:

(a) The customer simultaneously receives and consumes the benefits provided by the Group's performance as the Group performs; or

(b) The Group's performance creates or enhances an asset that the customer controls as the asset is created or enhanced; or

(c) The Group's performance does not create an asset with an alternative use to the Group and the entity has an enforceable right to payment for performance completed to date.

For performance obligations where one of the above conditions are not met, revenue is recognised at the point in time at which the performance obligation is satisfied.

Revenue comprises the fair value of consideration received or receivable for the sales of goods and services in the ordinary course of Group's activities and is shown net of discounts and allowances.

The Group recognises revenue when the amount of revenue can be reliably measured; it is probable that future economic benefits will flow to the Group and when specific criteria have been met for each of the Group's activities, as described below:

(a) Supply of electricity and water

Revenue from the supply of electricity and water is recognised on the basis of electricity and water supplied during the period on an accrual basis with reference to meter readings. A management estimate is included for the value of units supplied to customers between the date of their last meter reading and the accounting period end. The estimate is calculated using historical consumption patterns and is included in trade and other receivables as accrued revenue.

(b) District cooling services

Demand and consumption charges revenue comprises of available capacity and variable output provided to customers and is recognized when services are provided.

Other revenue comprises services that are recognized as and when services are rendered.

(c) Meter rental

Meter rental income is recognised on a time proportion basis over the period during which the meter is provided to the customer.

(d) Interest income

Interest income is recognised on a time-proportion basis using the effective interest rate method.

(e) Dividends

Dividends are recognised as other income when the right to receive payment is established.

(f) Amortisation of deferred revenue

Deferred revenue is amortised and recognised as income on a straight-line basis over the estimated useful life of the related equipment. Refer note 3.14.

(g) Other services

Revenue from other services include handling charges, reconnection and disconnection charges, which are recognised in the accounting period in which the services are rendered.

3.23 FOREIGN CURRENCY TRANSLATIONS

(a) Functional and presentation currency

These consolidated financial statements are presented in UAE Dirhams (AED), which is the Group's functional currency. All amounts have been rounded to the nearest thousand, unless otherwise indicated. Subsidiaries and joint ventures determine their own functional currency and items included in the financial statements of these companies are measured using that functional currency.

(b) Transactions and balances

Transactions in foreign currencies are translated into the respective functional currency of group companies at the exchange rates at the dates of the transactions.

Monetary assets and liabilities denominated in foreign currencies are translated into the functional currency at the exchange rate at the reporting date. Non-monetary assets and liabilities that are measured at fair value in a foreign currency are translated into the functional currency at the exchange rate when the fair value was determined. Non-monetary items that are measured based on historical cost in a foreign currency are translated at the exchange rate at the date of the transaction. Foreign currency differences are generally recognised in profit or loss and presented within finance costs.

However, foreign currency differences arising from the translation of the following items are recognised in OCI:

- an investment in equity securities designated as at FVOCI (except on impairment, in which case foreign currency differences that have been recognised in OCI are reclassified to profit or loss);
- a financial liability designated as a hedge of the net investment in a foreign operation to the extent that the hedge is effective; and
- qualifying cash flow hedges to the extent that the hedges are effective.

3.24 REGULATORY DEFERRAL ACCOUNT

The Group has been allowed by the Dubai Supreme Council of Energy ("the regulator") to bill the increase in fuel prices considering 2010 as the base year. Regulatory deferral account balance arises on account of amounts billed to and collected from customers as fuel surcharge in excess/short of amounts to be billed to customers. The deferral account is deferred and adjusted against the next change in tariff approved by the regulator. Regulatory deferral account is not described as a liability/asset for the purposes of the Group's consolidated financial statements and is disclosed as a separate line item in the consolidated statement of financial position.

3.25 FAIR VALUE MEASUREMENT

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date in the principal or, in its absence, the most advantageous market to which the Group has access at that date. The fair value of a liability reflects its non-performance risk.

A number of the Group's accounting policies and disclosures require the measurement of fair values, for both financial and non-financial assets and liabilities.

The Group uses valuation techniques that maximise the use of relevant observable inputs and minimise the use of unobservable inputs. The chosen valuation technique incorporates all of the factors that market participants would take into account in pricing a transaction.

The best evidence of the fair value of a financial instrument on initial recognition is normally the transaction price - i.e. the fair value of the consideration given or received. If the Group determines that the fair value on initial recognition differs from the transaction price and the fair value is evidenced neither by a quoted price in an active market for an identical asset or liability nor based on a valuation technique for which any unobservable inputs are judged to be insignificant in relation to the measurement, then the financial instrument is initially measured at fair value, adjusted to defer the difference between the fair value on initial recognition and the transaction price. Subsequently, that difference is recognised in profit or loss on an appropriate basis over the life of the instrument but no later than when the valuation is wholly supported by observable market data or the transaction is closed out.

3.26 INCOME TAX

Income tax expense comprises current and deferred tax. It is recognised in profit or loss except to the extent that it relates to a business combination, or items recognised directly in equity or in OCI. Refer note 13 for application UAE Tax law related to current and deferred tax.

Current tax

Current tax comprises the expected tax payable or receivable on the taxable income or loss for the year and any adjustment to the tax payable or receivable in respect of previous years. The amount of current tax payable or receivable is the best estimate of the tax amount expected to be paid or received that reflects uncertainty related to income taxes, if any. It is measured using tax rates enacted or substantively enacted at the reporting date. Current tax may also include any tax arising from dividends.

Current tax assets and liabilities are offset when there is a legally enforceable right to set off recognised amounts and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Deferred tax

Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes.

Deferred tax is not recognised for:

- temporary differences on the initial recognition of assets or liabilities in a transaction that:
- is not a business combination; and
- at the time of the transaction
  - (i) affects neither accounting nor taxable profit or loss and
  - (ii) does not give rise to equal taxable and deductible temporary differences
- temporary differences related to investments in subsidiaries, associates and joint arrangements to the extent that the Group is able to control the timing of the reversal of the temporary differences and it is probable that they will not reverse in the foreseeable future; and
- taxable temporary differences arising on the initial recognition of goodwill.

Deferred tax assets are recognised for unused tax losses, unused tax credits and deductible temporary differences to the extent that it is probable that future taxable profits will be available against which they can be used. Future taxable profits are determined based on the reversal of relevant taxable temporary differences. If the amount of taxable temporary differences is insufficient to recognise a deferred tax asset in full, then future taxable profits, adjusted for reversals of existing temporary differences, are considered, based on the business plans for individual subsidiaries in the Group. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realised; such reductions are reversed when the probability of future taxable profits improves.

The measurement of deferred tax reflects the tax consequences that would follow from the manner in which the Group expects, at the reporting date, to recover or settle the carrying amount of its assets and liabilities.

Deferred tax assets and liabilities are offset when;

- there is a legally enforceable right to set off current tax asset against current tax liabilities,
- and when the deferred tax assets and the deferred tax liabilities relate to income taxes levied by the same taxation authority on either;
- the same taxable entity, or
- different taxable entities, which intend either to settle current tax liabilities and assets on a net basis, or to realise the assets and settle the liabilities simultaneously, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.

4. FINANCIAL RISK MANAGEMENT

4.1 FINANCIAL RISK FACTORS

Risk management framework

The Group's Board of Directors has overall responsibility for the establishment and oversight of the Group's risk management framework. The risk and resilience committee are responsible for developing and monitoring the Group's risk management policies.

The Board of the Directors have overall responsibility for the establishment and oversight of the Group's risk management framework. The Group's risk management policies are established to identify and analyse the risks faced by the Group, to set appropriate risk limits and controls, and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and products offered. The Group, through its management standards and procedures, aims to develop a disciplined and constructive control environment, in which all employees understand their roles and obligations. The Board of Directors review and agree policies for managing each of these risks which are summarised below.

The Group has exposure to the following risks arising from financial instruments:

(i) Credit Risk
(ii) Liquidity Risk
(iii) Market Risk

(i) Credit risk

Credit risk is the risk of financial loss to the Group if a customer or counterparty to a financial instrument fails to meet its contractual obligations, and arises principally from the Group's receivables from customers, other financial assets at amortised cost and investments in debt securities.

The carrying amounts of financial assets represent the maximum credit exposure. Impairment (reversal)/losses on financial assets and contract assets recognised in profit or loss were as follows:

	2024 AED'000	2023 AED'000
Impairment loss on other financial assets at amortised cost (refer note 15.2)	**3,865**	71,940
Impairment (reversal)/loss on trade receivables (refer note 17)	**(97,936)**	47,239
Impairment loss on short-term deposits (refer note 18)	**874**	6,486
	(93,197)	125,665

(a) Trade receivables

The Group's credit risk is primarily attributable to its trade receivables. The amounts presented in the consolidated statement of financial position are net of provision for impairment of receivables.

The Group has a wide customer base in the Emirate of Dubai and services commercial, industrial and governmental organisations as well as residential customers including UAE nationals and expatriates. Carrying amount of trade receivables best represent the maximum exposure to credit risk at the end of each reporting period presented.

The Group taking into consideration the exposure to the customer, when appropriate, manages credit risk by requesting additional deposits, disconnection of services and implementing payment plans for customers in arrears.

Due to large and diversified customer base, concentration of credit risk on few customers is limited.

Expected credit loss assessment for customers

The Group uses an allowance matrix to measure the ECLs of receivables from customers. Loss rates are calculated using "roll rate" method based on the profitability of a receivable progressing through successive stages of delinquency to write off. Roll rates are calculated separately to exposures in different segments based on common credit risks characteristics.

The Group considers the credit risk on the outstanding balances from government customers to be low at the reporting date, as these financial assets have low risk of default, the counterparties have strong capacity to meet their contractual cash flow obligations in the near term and adverse changes in economic and business conditions in the longer term may, but will not necessarily, reduce the ability of the counterparties to fulfil its contractual cash flow obligations.

To measure the expected credit losses, trade receivables and accrued revenue have been grouped together based on its shared credit risk characteristics and the days past due. Accrued revenue has substantially the same risk characteristics as the trade receivables and therefore concluded that the expected loss rates for trade receivables and accrued revenue are a reasonable approximation of the loss rates for the contract assets.

The following table provides information about the exposure to credit risk and ECLs for trade receivables and contract assets from individual customers for 2024 and 2023:

As at 31 December 2024	**Expected loss rate**	**Gross carrying amount AED'000**	**Loss allowance AED'000**
Current	**1.14%**	**2,466,752**	**28,242**
More than 30 days past due	**3.79%**	**197,452**	**7,492**
More than 60 days past due	**9.45%**	**138,385**	**13,079**
More than 120 days past due	**23.83%**	**145,153**	**34,583**
More than 360 days past due	**64.03%**	**675,566**	**432,540**
		3,623,308	**515,936**

As at 31 December 2023	Expected loss rate	Gross carrying amount AED'000	Loss allowance AED'000
Current	2.68%	2,384,195	63,895
More than 30 days past due	3.96%	246,696	9,765
More than 60 days past due	10.10%	211,101	21,321
More than 120 days past due	19.04%	320,035	60,920
More than 360 days past due	52.55%	872,343	458,411
		4,034,370	614,312

(b) Other financial assets

With respect to credit risk arising from the other financial assets at amortised cost of the Group, which comprise cash and cash equivalents, other financial assets at amortised cost and due from related parties, the Group's exposure to credit risk arises from default of the counter party, with a maximum exposure equal to the carrying amount of these instruments.

The Group limits its credit risks with regard to bank deposits by dealing only with reputable banks.

Other financial assets at amortised cost include investments in UAE National Bonds and other receivables are held with reputed counter parties which management do not expect any loss from their non-performance. The Group uses the general approach to estimate the expected credit losses of government, semi-government entities and financial assets at amortized cost. The expected credit loss is calculated over the 12-month period or Lifetime ECL depending on the change in credit risk associated with financial assets.

Balances due from related parties are held with reputed counter parties and management do not expect any loss from their non-performance. The Group uses the general approach to estimate the expected credit losses of government, semi-government entities and financial assets at amortized cost. The expected credit loss is calculated over the 12-month period or Lifetime ECL depending on the change in credit risk associated with financial assets.

(c) Cash and cash equivalents

The Group held cash and cash equivalents of AED 6,105 million as at 31 December 2024 (31 December 2023: AED 5,300 million). The cash and cash equivalents are held with bank and financial institution counterparties and related parties having credit rating as detailed below:

		2024	2023
Credit ratings	**Source**	**AED'000**	AED'000
AA-	Fitch	**3,534**	90,283
A+	Fitch	**4,814,379**	4,705,578
A	Fitch	**1,132,316**	492,914
A-	Fitch	**11,775**	4,417
BBB+	Fitch	**2,687**	5,864
BB	Fitch	**138,069**	7
Baa1	Moody's	**1,706**	167
Ba2	Moody's	**-**	6
Baa3	Moody's	**165**	-
Caa3	Moody's	**67**	76
C	Fitch	**-**	410
		6,104,698	5,299,722

(d) Short-term deposits

The Group held short-term deposits of AED 3,596 million as at 31 December 2024 (31 December 2023: AED 4,903 million). The short-term deposits are held with banks and financial institutions having credit rating as detailed below:

Credit ratings	Source	2024 AED'000	2023 AED'000
A+	Fitch	**2,965,260**	2,866,297
A	Fitch	**300,000**	640,591
A-	Fitch	**-**	918,250
Baa1	Moody's	**100,000**	50,000
BBB+	Fitch	**230,264**	427,624
		3,595,524	4,902,762

(e) UAE National Bonds and Sukuk Bonds

The Group held UAE National Bonds and Sukuk Bonds of AED 1,583 million as at 31 December 2024 (2023: AED 1,265 million). The UAE National Bonds and Sukuk Bonds are held with National Bonds Corporation having credit rating as detailed below:

Credit ratings	Source	2024 AED'000	2023 AED'000
AA-	Fitch	1,583,012	1,264,731

(f) Derivatives

The derivatives are entered into with bank and financial institution counterparties, which are related to AA- to AA+ based on Fitch ratings. All other financial assets are unrated (refer note 10).

(ii) Liquidity risk

Liquidity risk is the risk that the Group will encounter difficulty in meeting financial obligations due to shortage of funds. The Group's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities.

The Group's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Group's reputation.

In the management of liquidity risk, the Group monitors and maintains a level of cash and cash equivalents, deemed adequate by management to finance the Group's operations and mitigate the effects of fluctuations in cash flows. The Group monitors its risk of shortage of funds using cash flow budgeting in which it considers both the cash outflows as well as their sources of funding.

The following are the remaining contractual maturities of financial liabilities at the reporting date. The amounts are gross and undiscounted, and include contractual interest payments and exclude the impact of netting agreements:

	Less Than 1 Year	**1 to 2 Years**	**Over 2 Years**	**Total**	**Carrying Amount**
	AED'000	**AED'000**	**AED'000**	**AED'000**	**AED'000**
Non-derivative financial liabilities					
31 December 2024					
Secured borrowings (refer note 21)	**5,653,787**	**2,299,106**	**39,571,068**	**47,523,961**	**27,530,226**
Unsecured borrowings (refer note 21)	**3,068,591**	**311,574**	**6,668,536**	**10,048,701**	**8,642,550**
Lease liabilities (refer note 23)	**20,274**	**11,682**	**15,228**	**47,184**	**43,929**
Other long-term liabilities* (refer note 24)	**-**	**338,854**	**286,192**	**625,046**	**575,306**
Trade and other payables* (refer note 25)	**14,388,611**	**-**	**-**	**14,388,611**	**14,388,611**
	23,131,263	**2,961,216**	**46,541,024**	**72,633,503**	**51,180,622**

	Less than 1 year	1 to 2 years	Over 2 years	Total	Carrying amount
	AED'000	AED'000	AED'000	AED'000	AED'000
Non-derivative financial liabilities					
31 December 2023					
Secured borrowings (refer note 21)	7,964,557	2,622,087	38,071,992	48,658,636	29,359,923
Unsecured borrowings (refer note 21)	5,307,347	272,142	4,647,359	10,226,848	9,527,643
Lease liabilities (refer note 23)	16,198	11,697	7,042	34,937	32,247
Other long-term liabilities * (refer note 24)	-	346,249	322,244	668,493	613,418
Trade and other payables* (refer note 25)	12,884,889	-	-	12,884,889	12,884,889
	26,172,991	3,252,175	43,048,637	72,473,803	52,418,120

*These do not include advances for new connections, deferred revenue, asset retirement obligations and retirement benefits obligations as these are non-financial liabilities.

	Less than 1 year	**1 to 2 years**	**Over 2 years**	**Total**	**Carrying amount**
	AED'000	**AED'000**	**AED'000**	**AED'000**	**AED'000**
Derivative financial liabilities					
31 December 2024					
Interest rate swaps used for hedging	**176**	**-**	**6,217**	**6,393**	**6,393**

	Less than 1 year	1 to 2 years	Over 2 years	Total	Carrying amount
	AED'000	AED'000	AED'000	AED'000	AED'000
Derivative financial liabilities					
31 December 2023					
Interest rate swaps used for hedging	-	-	3,732	3,732	3,732

Refer notes 10 and 37.

(iii) Market risk

Market risk is the risk that changes in market prices – e.g. foreign exchange rates, interest rates and equity prices – will affect the Group's income or the value of its holdings of financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return.

(a) Foreign exchange risk

Currency risk arises on recognised assets or liabilities that are primarily denominated in a currency that is not the Group's functional currency. The Group has no significant exposure to this risk as the majority of its transactions are denominated in AED. The Group has certain transactions in foreign currencies, mainly in Euros. However, the foreign currency exposure arising out of foreign currency denominated balances as at 31 December 2024 and 2023 are not material.

(b) Price risk

Price risk is the risk that the value of a financial instrument will fluctuate as a result of changes in market prices, whether these changes are caused by factors specific to the individual instrument or its issuers or factors affecting all the instruments traded in the market. Hence, the Group has no exposure to price risk as there are no price sensitive financial instruments.

(c) Cash flow and fair value interest rate risk

A fundamental reform of major interest rate benchmarks is being undertaken globally, including the replacement of some interbank offered rates (IBORs) with alternative nearly risk-free rates (referred to as 'IBOR reform'). The alternative reference rate for US Dollar LIBOR is the Secured Overnight Financing Rate (SOFR). As announced by the Financial Conduct Authority (FCA) in early 2022, the panel bank submissions for the overnight and 12-month US Dollar LIBOR ceased on 30 June 2023. In addition, the FCA announced in early 2023 that the one-month, three-month and six-month synthetic US Dollar LIBOR settings will cease on 30 September 2024. During the current year, the Group signed agreements with lenders and adopted term SOFR for its financing.

The variable rate borrowings of the Group are based on SOFR and EIBOR. The Group has entered into interest rate swaps to mitigate the risk of variable rate borrowings (refer note 10). The table below shows the exposure of the Group's variable and fixed rate borrowings:

	2024	2023
	AED'000	AED'000
Variable rate borrowings	31,429,585	34,401,529
Effect of interest rate swaps	(24,905,758)	(21,183,952)
	6,523,827	13,217,577
Fixed rate borrowings	4,743,191	4,486,037
Effect of interest rate swaps	24,905,758	21,183,952
	29,648,949	25,669,989
	36,172,776	38,887,566

Cashflow sensitivity analysis for variable-rate borrowings

A reasonably possible change of 100 basis points in interest rates at the reporting date would have increased/(decreased) equity and profit or loss by the amounts shown below. This analysis assumes that all other variables, in particular foreign currency exchange rates, remain constant.

	Profit Or Loss		Equity	
	100 bp Increase	100 bp Decrease	100 bp Increase	100 bp Decrease
	AED'000		AED'000	
31 December 2024				
Variable rate borrowings	(65,238)	65,238	-	-
Interest rate swaps	-	-	249,058	(249,058)
Cash flow sensitivity, net	(65,238)	65,238	249,058	(249,058)
31 December 2023				
Variable rate borrowings	(132,176)	132,176	-	-
Interest rate swaps	-	-	211,840	(211,840)
Cash flow sensitivity, net	(132,176)	132,176	211,840	(211,840)

Fair value sensitivity analysis for fixed-rate borrowings

The Group does not account for any fixed-rate financial assets or financial liabilities, at FVTPL, and the Group does not designate derivatives (interest rate swaps) as hedging instruments under a fair value hedge accounting model. Therefore, a change in interest rates at the reporting date would not affect profit or loss.

A change of 100 basis points in interest rates would have increased or decreased equity by AED 249 million (2023: AED 212 million). This analysis assumes that all other variables, in particular foreign currency exchange rates, remain constant.

4.2 CAPITAL RISK MANAGEMENT

The Group monitors and responds pragmatically to market conditions and business developments both locally and internationally, and ensures adequate funds are available to meet the needs of its businesses and support sound value enhancement objectives. The Group's strategic focus is the active management of the business portfolio in order to deal with its debt service obligations and to enhance the value of the Owner's equity.

4.3 FAIR VALUE ESTIMATION

A number of the Group's accounting policies and disclosures require the measurement of fair values, for both financial and non-financial assets and liabilities.

A financial asset (unless it is a trade receivable without a significant financing component) or financial liability is initially measured at fair value plus or minus, for an item not at fair value through profit or loss, transaction costs that are directly attributable to its acquisition or issue. A trade receivable without a significant financing component is initially measured at the transaction price. These financial assets and liabilities are subsequently measured at amortised cost except the financial assets at fair value through other comprehensive income and derivative financial instruments.

Fair value of cash and cash equivalents, trade receivable, trade payable, borrowings, other current assets and liabilities are considered to approximates their carrying amount except derivatives, which are the only financial instruments which are carried at fair value and fall into level 2 of the fair value hierarchy (refer notes 10 and 11).

When measuring the fair value of an asset or a liability, the Group uses observable market data as far as possible. Fair values are categorised into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows:

- **Level 1**: quoted prices (unadjusted) in active markets for identical assets or liabilities.
- **Level 2:** inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).
- **Level 3:** inputs for the asset or liability that are not based on observable market data (unobservable inputs).

If the inputs used to measure the fair value of an asset or a liability fall into different levels of the fair value hierarchy, then the fair value measurement is categorised in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement.

The Group recognises transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred.

5. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

The preparation of the Group's consolidated financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the accompanying disclosures, and the disclosure of contingent liabilities. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of asset or liability affected in future periods.

5.1 CRITICAL ACCOUNTING ESTIMATES

(a) Revenue recognition – unread electricity and water meters

Revenue for electricity and water supply includes an assessment of electricity and water supplied to customers between the date of the last cyclical meter reading and the year-end (unread). Unread electricity and water supplied is estimated by using historical consumption patterns of respective customer categories. Management applies judgement to the measurement of the estimated electricity and water units supplied to customers and the valuation such units consumed. The application of a 5% increase to management estimate of total units for all customer categories, in isolation would result in the increase in revenue and profit by AED 64 million (2023: AED 57 million). The application of a 5% decrease to management estimate of total units for all customer categories, in isolation would result in the decrease in revenue and profit by AED 64 million (2023: AED 57 million).

(b) Expected credit loss (ECL) assessment

The Group uses an allowance matrix to measure the ECLs of trade receivables from individual customers, which comprise a very large number of small balances.

Loss rates are calculated using a 'roll rate' method based on the probability of a receivable progressing through successive stages of delinquency. Roll rates are calculated separately for exposures in different segments based on the following common credit risk characteristics and age of customer relationship.

The Group reviews its trade receivables to assess impairment on a regular basis. In determining whether impairment losses should be reported in profit or loss, the Group makes assessment for expected credit loss for trade receivables.

Exposure within each credit risk grade is based on customer segments and ECL rate is calculated for each segment based on actual credit loss experience over the past years. These rates are multiplied by macro-economic factors to reflect the differences between economic conditions during the period over which the historical data has been collected, current conditions and the Group's view of economic conditions over the expected lives of the trade receivables.

Accordingly, an allowance for impairment is made where there is an identified loss event or condition which, based on previous experience, is evidence of a reduction in the recoverability of the cash flows.

The Group's estimation process for the determination of provision for impairment loss on trade receivables based on the ECL model is disclosed in notes 3.7 and 4.1.

5.2 CRITICAL ACCOUNTING JUDGEMENTS

(a) Component parts of property, plant and equipment

The Group's assets, classified within property, plant and equipment, are depreciated on a straight-line basis over their useful lives. When determining the useful life of an asset, it is broken down into significant component parts such that each significant component part is depreciated separately. Judgement is required in ascertaining the significant components of a larger asset, and while defining the significance of a component, management considers quantitative materiality of the component part as well as qualitative factors such as difference in useful life as compared to related asset, its pattern of consumption and its replacement cycle/maintenance schedule.

(b) Determination of control over certain subsidiaries

The Group has entered into various agreements to establish Shuaa Energy 1 P.S.C, Hassyan Energy Phase 1 P.S.C, Shuaa Energy 2 P.S.C, Shuaa Energy 3 P.S.C, Noor Energy 1 P.S.C, Shuaa Energy 4 P.S.C and Hassyan Water Company A P.S.C for construction of power plant and generation of electricity from renewable and non-renewable sources and desalination of water. To determine control over these entities, the Group considers the purpose and design of these entities along with the fact that whether it has the power to govern the financial and operational strategy of the respective entities and whether a significant portion of the entity's activities are carried on behalf of the Group.

Management has therefore concluded that the relevant activities of these entities are directed via contractual arrangements in the normal course of business as the Authority is the sole offtaker. Additionally, the management has control over relevant activities of these entities through right to appoint key management personnel and majority of board members. Consequently, the Group has consolidated the results of these entities in these consolidated financial statements. The Group will continue to evaluate these circumstances at each reporting date to determine whether this judgement continues to be valid. If the Group determines that it no longer has control over any of these entities, it will de-consolidate the entities and account for these entities using the equity method from the date that control is deemed to cease.

6. OPERATING SEGMENTS

(i) Basis for segmentation

The chief operating decision-makers (CODM) have been identified as the Board of Directors of the Group that make all the strategic decisions related to the Group's activities. The Board of Directors reviews the Group's internal reporting in order to assess the performance and allocate its resources based on which the operating segments have been determined.

For the Board of Directors, the Group is currently organised into four major operating segments.

Reportable segments	Operations
DEWA	DEWA is engaged in the generation, transmission and distribution of electricity and water desalination, transmission and distribution to residential, commercial, industrial and government customers in the Emirate of Dubai.
EMPOWER	EMPOWER and its subsidiaries are engaged in the provision of district cooling, maintenance of central cooling plants and manufacturing and sale of insulated pipes.
IWPP	JEIHL and its subsidiaries are engaged in providing full range of services for the development, operation and maintenance of power and water plants under the independent water and power producer (IWPP) model.
Others	The other operations of group include purification and sale of potable water, providing services including IT, and infrastructure, networking and computer system housing services, invest and manage commercial, industrial, retail trade and energy enterprises and implement energy efficiency measures in buildings.

(ii) Information about reportable segments and reconciliations of information on reportable segments to the amount reported in the consolidated financial statements

Information related to each reportable segment is set out below. Segment profit or loss before tax is used to measure performance because management believes that this information is the most relevant in evaluating the results of the respective segments relative to other entities that operate in the same industries.

a) Segment wise statement of financial position

	DEWA	EMPOWER	IWPP	Others	Eliminations	Total
31 December 2024	**AED'000**	**AED'000**	**AED'000**	**AED'000**	**AED'000**	**AED'000**
Segment assets						
Non-current assets	**138,753,384**	**8,823,595**	**36,358,143**	**3,620,938**	**(22,090,252)**	**165,465,808**
Current assets	**11,214,394**	**2,359,451**	**3,735,863**	**5,030,268**	**(3,050,476)**	**19,289,500**
Total assets	**149,967,778**	**11,183,046**	**40,094,006**	**8,651,206**	**(25,140,728)**	**184,755,308**
Segment liabilities						
Non-current liabilities	**45,282,326**	**5,872,991**	**24,540,781**	**71,793**	**(11,936,354)**	**63,831,537**
Current liabilities	**16,088,191**	**1,936,720**	**5,658,609**	**5,617,697**	**(3,732,640)**	**25,568,577**
Regulatory deferral account credit balance	**367,344**	**-**	**-**	**-**	**-**	**367,344**
Total liabilities and regulatory deferral account credit balance	**61,737,861**	**7,809,711**	**30,199,390**	**5,689,490**	**(15,668,994)**	**89,767,458**
Net segment assets	**88,229,917**	**3,373,335**	**9,894,616**	**2,961,716**	**(9,471,734)**	**94,987,850**

	DEWA	EMPOWER	IPP	Others	Eliminations	Total
31 December 2023	AED'000	AED'000	AED'000	AED'000	AED'000	AED'000
Segment assets						
Non-current assets	138,191,333	8,761,136	32,286,973	3,227,245	(20,289,849)	162,176,838
Current assets	11,816,843	967,030	3,090,836	4,497,709	(1,591,479)	18,780,939
Total assets	150,008,176	9,728,166	35,377,809	7,724,954	(21,881,328)	180,957,777
Segment liabilities						
Non-current liabilities	45,058,859	4,871,282	27,433,664	68,208	(15,646,484)	61,785,529
Current liabilities	17,422,633	1,545,883	4,759,462	4,382,218	(1,839,233)	26,270,963
Regulatory deferral account credit balance	199,931	-	-	-	-	199,931
Total liabilities and regulatory deferral account credit balance	62,681,423	6,417,165	32,193,126	4,450,426	(17,485,717)	88,256,423
Net segment assets/(liabilities)	87,326,753	3,311,001	3,184,683	3,274,528	(4,395,611)	92,701,354

b) Segment wise statement of profit or loss and other comprehensive income

31 December 2024	DEWA	EMPOWER	IWPP	Others	Eliminations	Total
	AED'000	AED'000	AED'000	AED'000	AED'000	AED'000
Sale of electricity	20,864,450	-	2,142,267	-	(3,338,343)	19,668,374
Sale of water	5,952,667	-	-	-	(256,558)	5,696,109
District cooling	-	3,239,722	-	-	-	3,239,722
Others	1,931,018	79,918	-	1,830,580	(1,468,370)	2,373,146
Segment revenue	28,748,135	3,319,640	2,142,267	1,830,580	(5,063,271)	30,977,351
Cost of sales	(18,066,334)	(1,917,497)	(1,351,136)	(1,006,396)	3,171,025	(19,170,338)
Gross profit	10,681,801	1,402,143	791,131	824,184	(1,892,246)	11,807,013
Administrative expenses	(3,119,679)	(235,119)	(92,857)	(566,943)	845,356	(3,169,242)
Credit impairment reversal/ (losses)	79,336	17,482	-	(36,458)	32,837	93,197
Other income	1,536,530	7,938	335,980	69,906	(1,356,797)	593,557
Operating profit	9,177,988	1,192,444	1,034,254	290,689	(2,370,850)	9,324,525
Finance income	255,249	54,027	608,351	228,952	(186,742)	959,837
Finance costs	(548,796)	(248,139)	(2,067,097)	(41,489)	771,666	(2,133,855)
Finance (costs)/income – net	(293,547)	(194,112)	(1,458,746)	187,463	584,924	(1,174,018)
Net movement in regulatory deferral account	(167,413)	-	-	-	-	(167,413)
Income tax (expense)/benefit	(703,000)	(90,097)	29,996	(38,762)	52,958	(748,905)
Profit/(loss) for the year after tax	8,014,028	908,235	(394,496)	439,390	(1,732,968)	7,234,189
Other comprehensive income						
Items that will not be reclassified to profit or loss						
Remeasurements of retirement benefit obligations	14,620	3,427	-	-	-	18,047
Items that may be reclassified to profit or loss						
Cash flow hedges – reclassified to profit or loss	-	-	(711,454)	-	-	(711,454)
Cash flow hedges – effective portion of changes in fair value of derivate financial instruments	-	-	1,238,085	-	-	1,238,085
Debt instrument at FVOCI – change in fair value	-	913	-	-	-	913
Related tax	-	(82)	(102,154)	-	-	(102,236)
Other comprehensive income for the year	14,620	4,258	424,477	-	-	443,355
Total comprehensive income for the year	8,028,648	912,493	29,981	439,390	(1,732,968)	7,677,544

31 December 2023	DEWA AED'000	EMPOWER AED'000	IWPP AED'000	Others AED'000	Eliminations AED'000	Total AED'000
Sale of electricity	19,750,705	-	1,896,075	-	(2,969,378)	18,677,402
Sale of water	5,612,782	-	-	-	(213,707)	5,399,075
District cooling	-	3,017,829	-	-	-	3,017,829
Others	1,630,664	56,085	-	1,470,727	(1,073,773)	2,083,703
Segment revenue	26,994,151	3,073,914	1,896,075	1,470,727	(4,256,858)	29,178,009
Cost of sales	(16,982,134)	(1,740,878)	(1,312,135)	(819,753)	2,922,246	(17,932,654)
Gross profit	10,012,017	1,333,036	583,940	650,974	(1,334,612)	11,245,355
Administrative expenses	(2,783,998)	(220,285)	(201,156)	(496,486)	688,459	(3,013,466)
Credit impairment losses	(105,238)	-	-	(20,427)	-	(125,665)
Other income	1,021,159	7,120	80,701	28,260	(486,130)	651,110
Operating profit	8,143,940	1,119,871	463,485	162,321	(1,132,283)	8,757,334
Finance income	311,464	43,593	391,072	177,184	(117,035)	806,278
Finance costs	(531,582)	(220,833)	(1,366,284)	(34,160)	535,694	(1,617,165)
Finance (costs)/income – net	(220,118)	(177,240)	(975,212)	143,024	418,659	(810,887)
Net movement in regulatory deferral account	(104,588)	-	-	-	-	(104,588)
Income tax (expense)/benefit	-	17,454	-	-	74,448	91,902
Profit / (loss) for the year after tax	7,819,234	960,085	(511,727)	305,345	(639,176)	7,933,761
Other comprehensive income						
Items that may be reclassified to profit or loss						
Remeasurements of retirement benefit obligations	78,636	7,432	-	-	-	86,068
Items that may be reclassified to profit or loss						
Cash flow hedges – reclassified to profit or loss	-	-	(584,379)	-	-	(584,379)
Cash flow hedges – effective portion of changes in fair value of derivate financial instruments	-	-	352,004	-	-	352,004
Debt instrument at FVOCI – change in fair value	-	1,242	-	-	-	1,242
Other comprehensive income / (loss) for the year	78,636	8,674	(232,375)	-	-	(145,065)
Total comprehensive income/ (loss) for the year	7,897,870	968,759	(744,102)	305,345	(639,176)	7,788,696

c) Other segment information

	DEWA	EMPOWER	IWPP	Others	Eliminations	Total
31 December 2024	**AED'000**	**AED'000**	**AED'000**	**AED'000**	**AED'000**	**AED'000**
Capital expenditure (property, plant and equipment)	**5,558,878**	**435,999**	**5,381,336**	**414,272**	**(627,648)**	**11,162,837**
Depreciation (property, plant and equipment)	**5,021,064**	**342,332**	**598,955**	**557,767**	**(36,969)**	**6,483,149**

	DEWA	EMPOWER	IPP	Others	Eliminations	Total
31 December 2023	AED'000	AED'000	AED'000	AED'000	AED'000	AED'000
Capital expenditure (property, plant and equipment)	5,550,286	275,625	2,432,927	137,438	(276,507)	8,119,769
Depreciation (property, plant and equipment)	4,929,502	332,884	449,408	367,027	(35,707)	6,043,114

(iii) Geographic information

Majority of the Group's revenues, profits and assets relate to its operations in Dubai, UAE.

TOC

7. PROPERTY, PLANT AND EQUIPMENT

	Land and buildings AED'000	Right-of-use assets AED'000	Generation and desalination plants AED'000	Transmission and distribution networks AED'000	Other equipment and assets AED'000	Capital work in progress AED'000	Total AED'000
At 31 December 2023							
Opening net book amount	39,331,768	34,824	33,631,921	50,563,201	697,548	29,770,149	154,029,411
Additions	357	25,153	201,837	430,969	105,230	7,356,223	8,119,769
Transfers	384,133	1,064	20,081,691	3,098,692	205,719	(23,771,299)	-
Transfers to intangible assets (refer note 8)	-	-	-	-	-	(53,671)	(53,671)
Modification of right-of-use assets	-	(75)	-	-	-	-	(75)
Write off (refer note (g) below)	-	-	(114,972)	-	-	-	(114,972)
Disposals, net	(377)	-	(17,261)	(2,283)	(278)	-	(20,199)
Depreciation	(472,185)	(30,249)	(2,585,967)	(2,721,995)	(232,718)	-	(6,043,114)
Closing net book amount	39,243,696	30,717	51,197,249	51,368,584	775,501	13,301,402	155,917,149
At 31 December 2023							
Cost	43,982,776	90,344	75,539,246	81,581,463	3,661,079	13,301,402	218,156,310
Accumulated depreciation	(4,739,080)	(59,627)	(24,341,997)	(30,212,879)	(2,885,578)	-	(62,239,161)
Net book amount	39,243,696	30,717	51,197,249	51,368,584	775,501	13,301,402	155,917,149
At 31 December 2024							
Opening net book amount	**39,243,696**	**30,717**	**51,197,249**	**51,368,584**	**775,501**	**13,301,402**	**155,917,149**
Additions	**1,341**	**30,536**	**196,385**	**290,074**	**44,472**	**10,600,029**	**11,162,837**
Transfers	**220,746**	**-**	**4,974,027**	**3,169,689**	**114,496**	**(8,478,958)**	**-**
Transfers to intangible assets (refer note 8)	**-**	**-**	**-**	**-**	**-**	**(55,902)**	**(55,902)**
Impairment charge	**-**	**-**	**-**	**-**	**-**	**(919)**	**(919)**
Transfer to investment property	**-**	**-**	**-**	**-**	**-**	**(32,370)**	**(32,370)**
Modification of right-of-use assets	**-**	**(575)**	**-**	**-**	**-**	**-**	**(575)**
Write off (refer note (g) below)	**-**	**-**	**(1,488,798)**	**-**	**-**	**-**	**(1,488,798)**
Disposals, net	**(758,653)**	**-**	**(6,989)**	**(3)**	**(922)**	**-**	**(766,567)**
Depreciation	**(384,071)**	**(18,157)**	**(2,975,909)**	**(2,816,601)**	**(288,411)**	**-**	**(6,483,149)**
Closing net book amount	**38,323,059**	**42,521**	**51,895,965**	**52,011,743**	**645,136**	**15,333,282**	**158,251,706**
At 31 December 2024							
Cost	**43,440,279**	**116,412**	**78,254,827**	**85,039,709**	**3,710,901**	**15,333,282**	**225,895,410**
Accumulated depreciation	**(5,117,220)**	**(73,891)**	**(26,358,862)**	**(33,027,966)**	**(3,065,765)**	**-**	**(67,643,704)**
Net book amount	**38,323,059**	**42,521**	**51,895,965**	**52,011,743**	**645,136**	**15,333,282**	**158,251,706**

(a) The Group has engaged in a joint operation pertaining to Emirates National Grid Corporation ("ENGC"). The Group's share in the carrying amount of ENGC's assets as at 31 December 2024 is AED 93 million (2023: AED 101 million) and is included under transmission and distribution networks.

(b) During 2008, by way of a Decree issued by H.H. The Ruler of Dubai, all existing plots of land held by the Authority were transferred to the Authority. As a result, the Authority has capitalised the plots of land on the basis of valuations (i.e. valuation based on use limitations) obtained from the Land Department of the Government of Dubai, which is considered the deemed cost and has been treated as a capital contribution by the Government of Dubai.

As per communication from Department of Finance, Government of Dubai, effective 10 March 2022, the new land policy in respect of allotment and granting of lands by the Government of Dubai in the Emirate of Dubai by the Dubai Land Department to the Authority will be in consideration for a rental value of AED 1 per plot per annum for 30 years. This policy shall apply to all future lands granted by the Government of Dubai that will be allotted to the Authority, but not on the existing lands that are currently being governed under the existing regime. The Department of Finance, Government of Dubai and the Authority shall coordinate to take all actions and procedures to procure the issuance of a decree that shall formalize the proposed policy for all future lands.

As at 31 December 2024, disposal relates to the net impact of certain plots of land taken back or replaced by the Government of Dubai.

(c) The carrying value of property, plant and equipment, pledged as collateral on borrowings, amounts to AED 34,604 million (2023: AED 31,518 million) (refer note 21).

(d) Capital work in progress mainly comprises construction of additional electricity generation, water desalination facilities, transmission and distribution networks and district cooling facilities.

(e) The capitalised borrowing costs related to construction of electricity and water plants and transmission substations amounted to AED 370 million (2023: AED 813 million), which was calculated using a capitalisation rate of 4.88% (2023: 4.87%) (refer note 32).

(f) Right-of-use assets mainly represents vehicles and other equipment as of the reporting date.

(g) A rainstorm and windstorm incident caused damage to certain IPP companies, mainly the Solar Power Plants. Management has assessed the damages and its financial impact on the Group and accordingly written off the damaged assets. The restoration of assets is recorded in capital work in progress. The damages incurred are covered mainly by insurance companies of IPP companies. Since, the expenses related to damages and income from recovery pertains to single event, the amounts have been netted off in profit or loss. Further, the IPP companies were also entitled to business interruption claims which are presented in profit or loss.

(h) Depreciation is allocated as detailed below:

	2024	2023
	AED'000	AED'000
Cost of sales:		
- Generation and desalination expenditure (refer note 29.1)	**3,103,920**	2,813,730
- Transmission and distribution expenditure (refer note 29.2)	**3,084,144**	2,988,699
Administrative expenses (refer note 30)	**295,085**	240,685
	6,483,149	6,043,114

8. INTANGIBLE ASSETS

	Computer software	Others	Total
At 31 December 2023	AED'000	AED'000	AED'000
Opening net book amount	118,984	352,139	471,123
Additions	21,437	-	21,437
Transfer from property, plant and equipment (refer note 7)	53,671	-	53,671
Amortisation (refer notes 29.1 & 30)	(71,707)	(12,157)	(83,864)
Closing net book amount	122,385	339,982	462,367
At 31 December 2023			
Cost	626,481	364,696	991,177
Accumulated amortisation	(504,096)	(24,714)	(528,810)
Net book amount	122,385	339,982	462,367

	Computer software	Others	Total
At 31 December 2024	**AED'000**	**AED'000**	**AED'000**
Opening net book amount	**122,385**	**339,982**	**462,367**
Additions	**7,213**	**-**	**7,213**
Transfer from property, plant and equipment (refer note 7)	**55,902**	**-**	**55,902**
Amortisation (refer notes 29.1 & 30)	**(72,626)**	**(12,157)**	**(84,783)**
Closing net book amount	**112,874**	**327,825**	**440,699**
At 31 December 2024			
Cost	**689,596**	**364,696**	**1,054,292**
Accumulated amortisation	**(576,722)**	**(36,871)**	**(613,593)**
Net book amount	**112,874**	**327,825**	**440,699**

(a) Intangible assets of EMPOWER represent rights to charge users that have been acquired and recognised at fair value as of the acquisition date. These assets have a useful life of 30 years.

(b) During the current year, amortisation expense of AED 85 million (2023: AED 84 million) is included in cost of sales and administrative expenses (refer notes 29.1 and 30).

9. INTERESTS IN OTHER ENTITIES

9.1 MATERIAL SUBSIDIARIES

The Group's material subsidiaries are EMPOWER and Jumeirah Energy International Holdings LLC ("JEIHL").

JEIHL holds investments in Shuaa Energy 1 P.S.C, Shuaa Energy 2 P.S.C, Shuaa Energy 3 P.S.C, Shuaa Energy 4 P.S.C, Noor Energy 1 P.S.C, Hassyan Energy Phase 1 P.S.C, and Hassyan Water Company A P.S.C.

EMPOWER holds investments in Empower Insulated Pipe Systems L.L.C. (formerly Empower Logstor LLC), Palm District Cooling LLC, Palm Utilities LLC, Empower FM LLC, Empower Engineering & Consultancy LLC, Empower Snow LLC, and DXB CoolCo. FZCO.

Refer note 1.

9.2 NON-CONTROLLING INTERESTS

Proportion of ownership interests held by non-controlling interests is as follows:

	2024	2023
JEIHL	**%**	%
Shuaa Energy 1 P.S.C	**49**	49
Shuaa Energy 2 P.S.C	**40**	40
Shuaa Energy 3 P.S.C	**40**	40
Shuaa Energy 4 P.S.C	**40**	40
Noor Energy 1 P.S.C	**49**	49
Hassyan Energy Phase 1 P.S.C	**49**	49
Hassyan Water Company A P.S.C	**40**	40
EMPOWER		
Emirates Central Cooling Systems Corporation PJSC (EMPOWER)	**44**	44
EMPOWER FM LLC	**44**	44
EMPOWER Engineering & Consultancy LLC	**44**	44
Palm Utilities LLC	**44**	44
Palm District Cooling LLC (PDC)	**44**	44
EMPOWER Logstor LLC	**44**	45.7
EMPOWER Snow LLC	**44**	44
DXB Cool Co. FZCO	**52.4**	52.4

The summarised financial information for JEIHL and EMPOWER group before inter-company eliminations is as follows:

Summarised statements of financial position

	JEIHL		EMPOWER	
	2024	2023	**2024**	2023
	AED'000	AED'000	**AED'000**	AED'000
Non-current				
Assets	**36,358,143**	32,286,973	**8,823,595**	8,761,136
Liabilities	**(24,540,781)**	(27,433,664)	**(5,872,991)**	(4,871,282)
	11,817,362	4,853,309	**2,950,604**	3,889,854
Current				
Assets	**3,735,863**	3,090,836	**2,359,451**	967,030
Liabilities	**(5,658,609)**	(4,759,462)	**(1,936,720)**	(1,545,883)
	(1,922,746)	(1,668,626)	**422,731**	(578,853)
Net assets (100%)	**9,894,616**	3,184,683	**3,373,335**	3,311,001
Net assets attributable to NCI	**4,218,720**	2,109,303	**1,419,897**	1,394,062

Other non-material subsidiary includes negative net assets attributable to NCI amounting to AED nil (31 December 2023: AED 14,254 thousand).

Summarised statements of profit or loss and other comprehensive income

	JEIHL		EMPOWER	
	2024	2023	**2024**	2023
	AED'000	AED'000	**AED'000**	AED'000
Revenue	**2,142,267**	1,896,075	**3,319,640**	3,073,914
(Loss)/profit for the year after tax	**(394,496)**	(511,727)	**908,235**	960,085
Remeasurements of retirement benefit obligations	**-**	-	**3,427**	1,242
Debt instrument at FVOCI – change in fair value	**-**	**-**	**913**	7,432
Cash flow hedges – reclassified to profit or loss	**(711,454)**	(584,379)	**-**	-
Cash flow hedges – effective portion of changes in fair value of derivate financial instruments	**1,238,085**	352,004	-	-
Related tax	**(102,154)**	-	**(82)**	-
Total comprehensive income/(loss)	**29,981**	(744,102)	**912,493**	968,759
Total comprehensive income/(loss) allocated to non-controlling interests	**719**	(289,761)	**401,316**	423,666
Dividends paid to non-controlling interests	**(11,236)**	4,230	**(374,000)**	374,000

Total comprehensive income/(loss) allocated to non-controlling interests of other non-material subsidiary AED 14,304 thousand (31 December 2023: AED nil).

Summarised statement of cash flows

	JEIHL		EMPOWER	
	2024	2023	**2024**	2023
	AED'000	AED'000	**AED'000**	AED'000
Net cash inflow from operating activities	**1,249,525**	1,250,133	**1,824,402**	1,391,591
Net cash outflow from investing activities	**(3,922,636)**	(1,667,000)	**(272,121)**	(1,208,743)
Net cash inflow/(outflow) from financing activities	**2,081,601**	329,907	**(154,434)**	(1,117,976)
Net (decrease) /increase in cash and cash equivalents	**(591,510)**	(86,960)	**1,397,847**	(935,128)
Cash and cash equivalents, as at 1 January	**1,189,141**	1,276,101	**538,780**	1,473,908
Cash and cash equivalents, as at 31 December	**597,631**	1,189,141	**1,936,627**	538,780

9.3 INVESTMENTS ACCOUNTED FOR USING THE EQUITY METHOD

The entities listed below have share capital solely consisting of ordinary shares, which are held by the Group.

Name of the entity	Country of incorporation	Effective % of holding		Carrying value	
		2024	2023	**2024**	2023
		%	%	**AED'000**	AED'000
Utility Management LLC	UAE	**50**	50	**490**	490
Etihad Smart Energy Solutions LLC	UAE	**50**	50	**150**	150
				640	**640**

All joint ventures are accounted for using the equity method of accounting and are immaterial to the Group individually.

10. DERIVATIVE FINANCIAL INSTRUMENTS

The Group is exposed to interest rate movements on various borrowings maturing between 2023 and 2057. Certain subsidiaries have entered into a series of interest rate swaps for the duration of the borrowings to mitigate the risk of variation in future interest rates. These interest rate swaps were designated as cash flow hedges and were assessed to be highly effective. Unrealised gains of AED 1,238 million (2023: AED 352 million) relating to these hedging instruments is included in other comprehensive income. Realised gains during the year amounted to AED 711 million (2023: AED 584 million).

The tables below show a summary of the hedged items, the hedging instruments and their fair values. The notional amounts indicate the amounts outstanding at the year-end.

Description of the hedged item	Hedging instrument	Notional amount	Positive fair value	Negative fair value
		AED'000	AED'000	AED'000
2024				
Interest payments on floating rate loans	Interest rate swap	**24,905,758**	**2,097,312**	**6,393**
2023				
Interest payments on floating rate loans	Interest rate swap	21,183,952	1,565,267	3,732

The following table presents the Group's derivative assets and liabilities that are measured at fair value:

	Level 1	Level 2	Level 3	Total
31 December 2024	AED'000	AED'000	AED'000	AED'000
Assets measured at fair value				
Derivative financial instruments (non-current portion)	**-**	**1,719,527**	**-**	**1,719,527**
Derivative financial instruments (current portion)	**-**	**377,785**	**-**	**377,785**
Liabilities measured at fair value				
Derivative financial instruments (non-current portion)	**-**	**6,217**	**-**	**6,217**
Derivative financial instruments (current portion)	**-**	**176**	**-**	**176**
31 December 2023				
Assets measured at fair value				
Derivative financial instruments (non-current portion)	-	980,417	-	980,417
Derivative financial instruments (current portion)	-	584,850	-	584,850
Liabilities measured at fair value				
Derivative financial instruments (non-current portion)	-	3,732	-	3,732

Interest rate swaps were measured primarily using valuations provided by the financial institutions based on the observable spot exchange rates and the yield curves of the respective swap contracts and were categorised in Level 2 hierarchy.

Fair value of cash and cash equivalents, trade receivables, trade payables, other current assets and liabilities are considered to approximates their carrying amount except derivatives, which are carried at fair value and fall into Level 2 of the fair value hierarchy.

11. FINANCIAL ASSETS AT FAIR VALUE THROUGH OTHER COMPREHENSIVE INCOME

	2024	2023
	AED'000	AED'000
At the beginning of the year	**54,153**	52,911
Interest	**643**	-
Fair value adjustment during the year	**913**	1,242
At the end of the year	**55,709**	54,153

Financial assets at fair value through other comprehensive income pertains to an investment in Tier 1 Capital Certificates ("the Bonds") issued at their par value. The Bonds are listed perpetual instruments and carry non-cumulative interest at a rate of 6% per annum payable every six months at the discretion of the issuer. The Group has classified them as financial assets at fair value through other comprehensive income under IFRS 9 as the Bonds are not held for trading.

During the current year, gain recognised in other comprehensive income amounted to AED 0.9 million (2023: gain of AED 1.2 million).

12. INVESTMENT PROPERTIES

	2024 AED'000	2023 AED'000
Investment properties	**118,015**	85,645

The movement in investment property is as follows

	2024 AED'000	2023 AED'000
At the beginning of the year	**85,645**	72,859
Reclassification from capital work in progress (refer note 7)	**32,370**	-
Addition during the year	**-**	12,786
At the end of the year	**118,015**	85,645

The investment properties are subsequently measured at cost.

The Group started construction of its head quarter project in 2021. The project consists of two towers (residential tower and office tower) with common area and retail outlets. The Group intends to occupy office tower for its own use and is classified as property, plant and equipment (refer note 7) which is expected to be completed by second quarter of 2025. The residential tower is complete, and the management intends to lease.

During the year ended 31 December 2024, management revisited its plan of occupation of office tower and concluded to lease three floors for commercial use. As a result, the carrying amount of these floors and related areas were transferred to investment properties from property, plant and equipment (refer note 7).

The investment property includes Land amounting to AED 2.5 million (2023: AED 2.5 million).

The investment property is carried at cost and its fair value approximates to AED 180 million. It is valued by qualified independent property valuation firms based on income method and the significant input is rent per square feet.

The fair value stated is determined using valuation methods with parameters not based exclusively on observable market data (Level 3). Rental income recognised during the year was AED nil in profit or loss (2023: AED nil).

13. INCOME TAX

a) Amounts recognised in profit or loss

The Group's applicable tax rate is the income tax rate of 9% for the United Arab Emirates.

	2024	2023
	AED'000	AED'000
Current tax expense		
Current year	**(853,509)**	-
Deferred tax credit		
Origination and reversal of temporary differences	**104,604**	91,902
Total tax (expense)/credit	**(748,905)**	91,902

On 9 December 2022, the UAE Ministry of Finance released the Federal Decree-Law No. 47 of 2022 on the Taxation of Corporations and Businesses (the Law) to enact a Federal corporate tax (CT) regime in the UAE. The CT regime is effective for accounting periods beginning on or after 1 June 2023.

The Cabinet of Ministers Decision No. 116/2022 effective from January 2023, has confirmed the threshold of income over which the 9% tax rate would apply, and the Law is considered to be substantively enacted. A rate of 9% applies to taxable income exceeding AED 375,000. A rate of 0% applies to taxable income not exceeding AED 375,000.

As at 31 December 2024, the BEPS Pillar Two was not considered to be substantively enacted from the perspective of IAS 12 – Income Taxes since the corresponding regulations/clarifications were yet to be prescribed.

Since the corporate tax was introduced only recently, this may create tax risks in UAE that are more significant than in other countries.

b) Amounts recognised in other comprehensive income:

	2024			2023		
	Before tax	**Tax expense**	**Net of tax**	Before tax	Tax expense	Net of tax
Items that will not be reclassified to profit or loss						
Remeasurements of retirement benefit obligations	**18,047**	**-**	**18,047**	86,068	-	86,068
Items that are or may be reclassified subsequently to profit or loss						
Debt instrument at FVOCI – change in fair value	**913**	**(82)**	**831**	1,242	-	1,242
Cash flow hedges – effective portion of changes in fair value of derivate financial instruments	**1,238,085**	**(102,154)**	**1,135,931**	352,004	-	352,004
	1,238,998	**(102,236)**	**1,136,762**	353,246	-	353,246

c) Reconciliation of Effective Tax Rate

	2024		2023	
	AED'000	%	AED'000	%
Profit before tax	7,983,094	-	7,841,859	-
Tax using the domestic tax rate (9%)	718,478	9.00%	-	-
Deferred tax not recognised on losses of a subsidiary	7,838	0.10%	-	-
Permanent difference on account of expenses disallowed	29,050	0.36%	-	-
Recognition of tax not recognised on deductible temporary differences in prior years	(7,559)	(0.09%)	-	-
Others	1,098	0.01%	-	-
Deferred tax relating to enactment of UAE Corporate Tax	-	-	(91,902)	(1.17%)
Total tax (expense)/credit	748,905	9.38%	(91,902)	(1.17%)

The Group's effective tax rate for the year ended 31 December 2024 was 9.38% (2023: (1.17%)).

d) Consolidated statement of financial position

	2024	2023
	AED'000	AED'000
Income tax liability at the beginning of the year	-	-
Charge for the year	(853,509)	-
Paid during the year	-	-
Income tax liability at the end of the year	(853,509)	-

	Net	
	2024	2023
	AED'000	AED'000
Net deferred tax assets at the beginning of the year	91,902	-
Benefit for the year	2,368	91,902
Net deferred tax assets at the end of the year	94,270	91,902
Disclosed as:		
Deferred tax assets	207,401	103,899
Deferred tax liabilities	(113,131)	(11,997)

Deferred taxes analysed by type of temporary difference

Differences between IFRS Accounting Standards and statutory taxation regulations in the United Arab Emirates give rise to temporary differences between the carrying amount of assets and liabilities for financial reporting purposes and their tax bases. The tax effect of the movements in these temporary differences were not material to the consolidated financial statements.

During the current year, further deferred income tax credit/assets and deferred tax expense/liabilities were recognised, which mainly relate to:

- Deferred tax asset of AED 53 million relates to tax impact on adjustments being made in the consolidated financial statements, which resulted from temporary differences in the carrying amount of property, plant and equipment compared with tax base of subsidiaries; not part of the same tax group. The difference between the opening balance and closing balance has been recognised in profit or loss in the consolidated financial statements.

- Deferred tax asset of AED 53 million pertaining to tax impact on losses of certain subsidiaries. These deferred tax assets were recognised in standalone books of those subsidiaries with the expectation of realisation and assurance beyond any reasonable doubt that future taxable income would be sufficient to allow the benefit of the loss to be realised. This has been recognised in profit or loss in the consolidated financial statements.

- Deferred tax liabilities of AED 102 million relating to changes in fair value of derivative financial instruments, which has been recognised in other comprehensive income in the consolidated financial statements.

14. OTHER ASSETS

	2024 AED'000	2023 AED'000
Advances to suppliers	**1,560,063**	1,440,183
Prepayments	**127,469**	172,977
	1,687,532	1,613,160
Less: non-current portion	**(1,283,505)**	(1,131,285)
Current portion	**404,027**	481,875

15. FINANCIAL ASSETS

15.1 FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS

	2024 AED'000	2023 AED'000
Investment in equity instruments	**206,017**	155,663
Investment in debt instruments	**25,466**	10,000
	231,483	165,663
Less: non-current portion	**(206,017)**	(155,663)
Current portion	**25,466**	10,000

15.2 OTHER FINANCIAL ASSETS AT AMORTISED COST

	2024 AED'000	2023 AED'000
UAE National Bonds and Sukuk Bonds	**1,583,012**	1,264,731
Investment in debt instruments	**1,296,834**	1,516,166
Other receivables	**4,569,949**	3,332,845
Less: provision for impairment	**(143,546)**	(139,681)
	7,306,249	5,974,061
Less: non-current portion	**(3,179,039)**	(3,285,620)
Current portion	**4,127,210**	2,688,441

Other financial assets at amortised cost include investments in UAE National Bonds and Sukuk Bonds amounting to AED 1,583 million (31 December 2023: AED 1,265 million), which have a maturity of 12 months from the date of purchase. UAE National Bonds and Sukuk Bonds carry an interest rate ranging from 4.7% to 6 % per annum (2023: 3.75% to 5.7% per annum).

As at 31 December 2024, investment in debt instruments and other receivables amounting to AED 5,867 million (31 December 2023: AED 4,849 million) are not impaired except for an amount of AED 144 million (2023: AED 140 million). The carrying amount of the Group's other receivables is primarily denominated in AED and approximates its fair value.

Other receivables mainly include financial assets under IFRIC 12, insurance receivables, housing and sewerage fee receivable on behalf of a related party and interest receivable on bank deposits.

In the previous year, in EMPOWER, there was an addition of financial asset from Dubai Aviation City Corporation DACC (grantor) under IFRIC 12 as a result of acquisition of DXB CoolCo. FZCO (refer note 39). The financial asset was initially recognised at fair value and subsequently measured at amortised cost. The fair value is determined using the discounted cash flow techniques, the inputs into the valuation techniques includes contractual cash flows and interest rates. (Refer note 39)

16. INVENTORIES

	2024 AED'000	2023 AED'000
Consumables and others	**834,708**	634,349
Less: provision for obsolete inventories	**(239,133)**	(228,424)
	595,575	405,925
Fuel	**964,115**	995,230
	1,559,690	1,401,155

Movements in the provision for obsolete inventories were as follows:

	2024 AED'000	2023 AED'000
At 1 January	**228,424**	220,021
Charge for the year	**10,709**	8,403
At 31 December	**239,133**	228,424

17. TRADE RECEIVABLES

	2024 AED'000	2023 AED'000
Trade receivables	**2,341,826**	2,893,137
Accrued revenue	**1,281,482**	1,141,233
Less: provision for impairment of receivables	**(515,936)**	(614,312)
Trade receivables and accrued revenue – net	**3,107,372**	3,420,058
Less: non-current portion	**(3,550)**	-
Current portion	**3,103,822**	3,420,058

The Group holds trade receivables with the objective to collect the contractual cash flows and therefore measures these receivables subsequently at amortised cost using the effective interest rate method. Information about methods and assumptions used in determining the impairment loss has been explained in note 3.7.

The Group considers the credit risk on the outstanding balances from government customers to be low at the reporting date, as these financial assets have low risk of default, the counterparties have strong capacity to meet their contractual cash flow obligations in the near term and adverse changes in economic and business conditions in the longer term may, but will not necessarily, reduce the ability of the counterparties to fulfil its contractual cash flow obligations.

Impairment of trade receivables:

The movement in the provision for impairment of trade receivables is as follows:

	2024	2023
	AED'000	AED'000
At 1 January	**614,312**	567,073
Write off during the year	**(440)**	-
(Reversal)/charge during the year	**(97,936)**	47,239
31 December	**515,936**	614,312

The carrying amount of the Group's trade receivables is primarily denominated in AED and approximates its fair value.

The Group primarily supplies electricity and water and cooling services to a diversified customer base and the standard credit period applied to all customers for electricity and water is 14 days and cooling services is 21 days, from the date of invoice.

18. SHORT-TERM DEPOSITS

	2024	2023
	AED'000	AED'000
Term deposits with banks	**3,595,524**	4,902,762
Less: provision for impairment on short-term deposits	**(9,247)**	(8,373)
	3,586,277	4,894,389

Term deposits amounting to AED 3,596 million (2023: AED 4,903 million) carries an interest ranging from 1.75% to 5.85% per annum (2023: 1.25% to 6%).

Term deposits up to AED 2,960 million (2023: AED 2,800 million) have been kept as lien against borrowings by one of the subsidiaries'.

19. CASH AND CASH EQUIVALENTS

	2024 AED'000	2023 AED'000
Current and call accounts	**4,562,831**	4,789,922
Short-term deposits	**1,541,867**	509,800
Cash on hand	**525**	449
	6,105,223	5,300,171

Cash and cash equivalents include AED 1,193 million (2023: AED 1,327 million) in foreign currencies. The majority of these foreign currency balances are denominated in USD. These balances are held for settlement of existing and anticipated liabilities denominated in foreign currencies.

Cash and cash equivalents also include AED 1,717 million (2023: AED 2,206 million) of cash collected by local banks and government collection agencies on behalf of the Group.

For the purpose of the consolidated statement of cash flow, cash and cash equivalents comprise the following:

	2024 AED'000	2023 AED'000
Cash and cash equivalents	**6,105,223**	5,300,171
Bank overdrafts (refer note 21)	**(731,594)**	(641,854)
Cash and cash equivalents for the purpose of consolidated statement of cash flow	**5,373,629**	4,658,317

Cash and cash equivalents are subject to the impairment requirements of IFRS 9, the identified impairment loss was immaterial

20. EQUITY

a) Share capital

In prior years, an amount of AED 500 million had been transferred to share capital account from Government of Dubai account. The Board of Directors of the Authority had authorised the breakup of the share capital into 50 billion shares of AED 0.01 each. All shares of the Authority shall rank equally with one another in all aspects. Hence, the share capital of the Authority consists of authorised and paid-up capital of AED 500 million as of 31 December 2024.

b) Capital contribution

This account represents amounts contributed by the Government of Dubai (both in kind and cash) as an Owner of the Group since the incorporation of the Group.

c) Statutory reserve

As required by applicable law and Articles of Association of the Authority and certain subsidiaries, 5% of the net profit for each period has been transferred to a statutory reserve. Such transfers to reserves may cease when the statutory reserve equals to half of the share capitals. The reserve is not available for distribution except as stipulated by the law. The statutory reserve of the Authority has already reached the 50% threshold and hence no further transfers were made to statutory reserves.

d) Hedging reserve

The hedging reserve primarily represents the fair value of derivatives which are part of effective cash flow hedging relationships at year end. As the derivatives are held for hedging purposes as defined by IFRS 9, their fair value movements are retained in other comprehensive income instead of being charged to profit or loss during the year. The fair value movements will be adjusted in other comprehensive income in the same period as the corresponding hedged transaction.

21. BORROWINGS

	2024 AED'000	2023 AED'000
Non-current		
Others (refer (i) below)	**28,828,863**	27,341,537
Current		
Bank overdrafts (refer note 19)	**731,594**	641,854
Others (refer (i) below)	**6,612,319**	6,510,824
Term loan (refer (ii) below)	**-**	4,393,351
	7,343,913	11,546,029
	36,172,776	38,887,566

Borrowings are denominated in the following currencies:

	2024 AED'000	2023 AED'000
US Dollars	**26,811,238**	26,505,245
UAE Dirham	**9,361,538**	12,382,321
	36,172,776	38,887,566

The movement in bank borrowings during the year is as follows:

	2024 AED'000	2023 AED'000
At 1 January	**38,887,566**	40,689,829
Drawdown during the year – long term facilities	**7,502,808**	2,367,440
Drawdown during the year – bank overdrafts	**89,740**	76,735
Interest expense during the year	**2,128,854**	1,617,044
Interest capitalised during the year	**370,015**	812,661
Interest paid during the year	**(2,498,869)**	(2,429,705)
Principal repayment during the year	**(8,858,382)**	(4,298,320)
Conversion of loan to equity	**(1,370,592)**	-
Arrangement fees charged to profit or loss	**59,890**	54,944
Unamortized arrangement fees	**(138,254)**	(3,062)
At 31 December	**36,172,776**	38,887,566

The movement in bank borrowings during the year is as follows:

	2024 AED'000	2023 AED'000
At January	**670,341**	722,223
Arrangement fees charged to profit or loss	**(59,890)**	(54,944)
Unamortized arrangement fees	**138,254**	3,062
At 31 December	**748,705**	670,341

The Group has secured borrowings amounting to AED 27,530 million (2023: AED 29,360 million) and unsecured borrowings amounting to AED 8,643 million (2023: AED 9,528 million).

Borrowings are secured by pledge of assets (refer note 7 (c)) and sovereign guarantees issued by Department of Finance (DoF), Government of Dubai.

(i) Others

Shuaa Energy 1 P.S.C had an interest free equity bridge loan. The equity bridge loan amounting AED 73 million was converted to subordinated loan by the shareholder, ACWA Power Solar Limited on 29 March 2018 and an amount of AED 36 million is outstanding (2023 : AED 38 million).

Shuaa Energy 1 P.S.C had a commercial facility from a syndicate of banks amounting to AED 470 million. During the current year, Shuaa Energy 1 P.S.C repaid the entire amount of loan as part of a Refinancing Arrangement.

Shuaa Energy 1 P.S.C had an Istisna-Ijara facility amounting to AED 379 million. During the current year, Shuaa Energy 1 P.S.C repaid the entire amount of loan as part of a Refinancing Arrangement.

Shuaa Energy 1 P.S.C issued AED 239 million commission rate senior notes on 25 November 2024, which was fully purchased by the Hong Kong Mortgage Corporation Limited (Note Purchaser). The Notes are due on 30 September 2034 and is payable in quarterly instalments beginning from December 2024. An amount of AED 237 million is outstanding as at 31 December 2024.

Shuaa Energy 1 P.S.C entered into a commercial facility agreement with Abu Dhabi Commercial Bank PJSC on 25 November 2024 for a facility amount of AED 551 million and has fully drawn the amount during the year. The facility is repayable in quarterly instalments beginning from December 2024. An amount of AED 547 million is outstanding as at 31 December 2024.

Shuaa Energy 2 P.S.C has conventional facility amounting to AED 1,776 million (2023: AED 1,848 million) from a syndicate of banks. The rate of interest is the percentage rate per annum which is the aggregate of the applicable margin and the Secured Overnight Financing Rate ("SOFR") starting 1 June 2023, prior to which the rate of interest was the percentage rate per annum which was the aggregate of the applicable margin and Synthetic LIBOR.

Shuaa Energy 2 P.S.C has an Islamic facility from a syndicate of banks amounting to AED 465 million (2023: AED 484 million) carrying an interest rate, which is the aggregate of the applicable margin and the Secured Overnight Financing Rate ("SOFR").

Shuaa Energy 2 P.S.C has a financing agreement of AED 44 million (2023: AED 44 million) with a bank. The rate of interest is the percentage rate per annum which is the aggregate of the applicable margin and the Secured Overnight Financing Rate (SOFR). The loan is repayable by December 2025.

As at 31 December 2024, the financial covenant (Debt Service Cover ratio) of Shuaa Energy 2 P.S.C for conventional and Islamic facility has not been met due to damage to solar plant that occurred as a result of a weather incident in August 2023. Shuaa Energy 2 P.S.C obtained a waiver from its financiers before the end of current year whereby they agreed to provide a waiver of the financial covenant and hence the relevant portion of facility has been reclassified as non-current.

Shuaa Energy 3 P.S.C has a loan amounting to AED 1,451 million (2023: AED 1,515 million) from a syndicate of banks. The rate of interest is the percentage rate per annum which is the aggregate of the applicable margin and the Secured Overnight Financing Rate (“SOFR”). The loan repayment is scheduled from September 2023 until March 2047.

Shuaa Energy 3 P.S.C has equity bridge loans of AED 147 million (2023: AED 147 million) carrying an interest rate of SOFR plus applicable margin per annum. The final maturity date is the date falling one hundred and twenty (120) months after the date of Financial Close.

Shuaa Energy 3 P.S.C has a working capital financing agreement of AED 37 million (2023: AED 37 million) with a bank carrying an interest rate, which is the aggregate of the applicable margin and the Secured Overnight Financing Rate (“SOFR”).

Hassyan Energy Phase 1 P.S.C has a commercial facility of AED 7,612 million (2023: AED 7,923 million) from a syndicate of banks carrying an effective interest rate of 4.19% per annum for the year.

Hassyan Energy Phase 1 P.S.C has a mezzanine facility of AED 433 million (2023: AED 433 million) carrying an effective rate interest of 6.64% per annum. The loan is repayable beginning from 31 May 2041 up to 29 February 2048.

Hassyan Energy Phase 1 P.S.C has subordinated advances of AED 560 million (2023: AED 536 million). The loans are interest free.

Hassyan Energy Phase 1 P.S.C has a short-term financing facility of AED 430 million (2023: AED 441 million) with a commercial bank.

Noor Energy 1 P.S.C has an equity bridge loan amounting to AED 1,427 million (2023: AED 2,795 million) carrying an interest rate of SOFR plus applicable margin per annum. The final maturity date is the earlier of the date falling on the second anniversary of the Commercial Operation Date and 22 January 2025.

Noor Energy 1 P.S.C has a commercial facility of AED 9,099 million (2023: AED 9,242 million) from a syndicate of banks carrying an effective interest rate of 3.08% per annum for the current year. The loan is repayable beginning from 31 July 2023 up to 22 December 2045.

Noor Energy 1 P.S.C has a mezzanine facility of AED 682 million (2023: AED 682 million) from various banks. The loan repayment will commence from 31 March 2046 and ending on 31 December 2047. The effective interest rate for the year was 8.23% per annum. The utilised portion of the facility amounted to AED 682 million (2023: AED 682 million).

Noor Energy 1 P.S.C has a working capital financing agreement of AED 147 million (2023: AED Nil) with a bank.

EMPOWER has a loan amounting to AED 5,500 million (2023: AED 4,500 million) carrying an interest rate which is the aggregate of the applicable margin and EIBOR. On 26 September 2024, EMPOWER exchanged certain borrowing facilities with one of its existing lenders which resulted in the changes to the terms of the facilities such as Extension of the maturity date from 2025 to 2027, Reduction in interest margin and change in the nature of the facilities from term loans to revolving facilities. EMPOWER’s management has considered the qualitative changes and concluded that those changes are substantial, and as such the exchange of the loan with the existing lender results in a new loan with substantially different terms compared to the original loan. Therefore, the arrangement was accounted for as an extinguishment of the original financial liability and the recognition of a new financial liability, at fair value.

Mai Dubai LLC has a bank overdraft amounting to AED 517 million (2023: AED 516 million) carrying an interest rate of 0.5% per annum.

Data Hub Integrated Solutions LLC (MORO) has a bank overdraft amounting to AED 1 million (2023: AED nil) carrying an interest rate of EIBOR + 0.70% per annum.

Etihad Clean Energy Development Company LLC has a bank overdraft amounting to AED 214 (2023: AED 125 million) carrying an interest rate of EIBOR + 0.70% per annum.

Dubai Green Fund Investments LLC has a loan amounting to AED 3,132 million (2023: AED 2,832 million) carrying an interest rate of 0.9% per annum. This borrowing has been secured by lien over deposits with the bank to extent of AED 2,960 million.

Al Etihad Energy Services Company LLC had a loan amounting to AED 23 million which was fully repaid in 2024.

Shuaa Energy 4 P.S.C has a loan amounting to AED 1,509 million (2023: AED nil) from a syndicate of banks. The rate of interest is the percentage rate per annum which is the aggregate of the applicable margin and the Secured Overnight Financing Rate ("SOFR"). The loan is repayable in quarterly variable instalments commencing from 31 August 2027 till 28 February 2057.

Hassyan Water Company A P.S.C. has a commercial facility of AED 2,234 million from various banks. Drawdowns can be made from the facility as and when necessary. The loan is repayable commencing from 30 November 2027 and ending on 31 August 2056. The effective interest rate for the period was 5.43% per annum. The utilized portion of the facility amounted to AED 544 million.

Hassyan Water Company A P.S.C. also has a Istisna-Ijara facility of AED 179 million from Boubyan bank. Drawdowns can be made from the facility as and when necessary. The loan is repayable commencing from 30 November 2027 and ending on 31 August 2056. The effective interest rate for the period was 5.43% per annum. The utilized portion of the facility amounted to AED 45 million.

Hassyan Water Company A P.S.C. also has a Murabaha facility of AED 275 million from Saudi Exim bank. Drawdowns can be made from the facility as and when necessary. The loan is repayable commencing from 30 November 2027 and ending on 30 November 2053. The effective interest rate for the period was 4.98% per annum. The utilized portion of the facility amounted to AED 68 million.

Hassyan Water Company A P.S.C. has secured a working capital facility from Emirates NBD Bank P.J.S.C, with the agreement formalized on 28 February 2024. The facility allows for a maximum borrowing capacity of AED 73 million, of which Hassyan Water Company A P.S.C has currently utilized AED 17 million. The effective interest rate for the period was 6.33% per annum. The loan is repayable within one year. This facility carries an interest rate structured as a 1.30% margin added to the Compounded Reference Rate applicable on the respective day.

Hassyan Water Company A P.S.C. has equity bridge loan with EIG, with the total facility amounts to AED 119 million. The final maturity date is set at 2 years after the Scheduled Project Commercial Operation Date which is 15 February 2027. Equity bridge loan bears an interest rate of 0.75% per annum plus daily non-cumulative compounded reference rate on the respective day. The effective interest rate for the period was 6.044% per annum. The facility was fully drawn during the period.

Hassyan Water Company A P.S.C. has equity bridge loan with ACWA with the total facility amounts to AED 124 million. The final maturity date is the date falling sixty-six (66) months after the CP confirmation date. CP confirmation date is the date on which the Investment Agent gives such confirmation. The equity bridge loan bears an interest rate of 0.75% per annum plus compounded reference rate per annum. The effective interest rate for the period was 6.15% per annum. The facility was fully drawn during the period.

At 31 December 2024, the Group had available undrawn borrowing facilities of AED 5,455 million (2023: AED 2,871 million) from various lenders. The Group has complied with the financial covenants of its borrowing facilities during the 2024 and 2023 reporting periods.

The fair values of other loans are not materially different to their carrying amounts since the interest payable on these borrowings is close to current market rates.

(ii) Term loan

During the prior years, the Authority had obtained a long-term Shariah compliant loan of AED 10,000 million from a commercial bank. The loan carried profit rate at 1-month EIBOR + margin. The term of the loan was five years and was repayable in full upon its maturity.

During the previous year, the Authority renegotiated the loan terms with the bank and has amended the original loan agreement, whereby, the repayment term and commercial rate on loan have been revised. The revision in repayment terms has resulted in the loan being reclassified from non-current liabilities to current liabilities and in return the Authority has negotiated better profit rate.

During the current year, the Authority has fully repaid AED 4,400 million (31 December 2023: AED 3,900 million) of the loan.

The Group takes proactive measures to ensure, as far as possible, that it will always have sufficient liquidity to meet its financial obligations. The Group has positive operating cash flows amounting to AED 17,435 million for the year ended 31 December 2024, cash and cash equivalents of AED 9,692 million including short term deposits and undrawn facilities of AED 5,455 million (AED 1,268 million pertains to DEWA and AED 4,187 million pertains to IWPP) as at 31 December 2024 to finance the Group's operations and mitigate the effects of fluctuations in cash flows. The Group monitors the sufficiency of funds using cash flow budgeting in which it considers the cash outflows (including impact of capital commitments), the funds that would be generated from the operations and other available sources of funding.

As of 31 December 2024, the Group was compliant with financial and non-financial covenants, except as disclosed above.

22. RETIREMENT BENEFITS OBLIGATIONS

	2024 AED'000	2023 AED'000
Provision for employees' end of service benefits (refer note 22.1)	**1,058,403**	965,340
Provision for pension (refer notes 22.2.1 & 22.2.2)	**57,497**	65,199
	1,115,900	1,030,539
Less: non-current portion	**(1,109,622)**	(1,020,240)
Current portion (refer note 25)	**6,278**	10,299

The charge for the year grouped within the employee benefit expense in profit or loss includes current service cost and interest cost. Actuarial profit during the year is recognised in other comprehensive income.

22.1 PROVISION FOR EMPLOYEES' END OF SERVICE BENEFITS

In 2024 and 2023, an actuarial valuation was performed using the projected unit credit method to ascertain the present value of the obligation relating to the end of service benefits payable to expatriate employees in accordance with the Dubai Government Human Resources Management Law No. 27 of 2006. Under this method, an assessment has been made of an employee's expected service life with the Group and the expected basic salary at the date of leaving service. The obligation for end of service benefits is not funded. The principal actuarial assumptions used were as follows:

- Expected salary increase of 4.83% per annum (2023: 5.16% per annum);
- Discount rate used to determine the present value of the obligation was 5.83% per annum (2023: 6.16% per annum); and
- The average rate of mortality and withdrawal is not significantly different from the trends noted at the valuation date. The mortality rates are based on Employers Groups reinsurance rates. Withdrawal rates assumed the age wise withdrawal rates that incorporates the experience of DEWA in terms of the overall withdrawals during the last three years.

The rate used for discounting the employees' end of service benefits should be based on market yields on high quality corporate bonds. In countries where there is no deep market for such bonds, the market yields on government bonds should be used. In the UAE, there is no deep market for corporate bonds and no market for government bonds and, therefore, the discount rate has been estimated using the High Quality Market (HQM) yield rate at the appropriate duration as a proxy with adjustment for country risk premium.

As a result, the Group has recognised re-measurement gains of AED 18 million (2023: AED 86 million) in other comprehensive income.

Sensitivity analysis

Reasonably possible changes at the reporting date to one of the relevant actuarial assumptions, holding other assumptions constant, would have affected the obligation for end of service benefits as the amounts shown below:

	2024		2023	
	AED'000	AED'000	AED'000	AED'000
	Increase	Decrease	Increase	Decrease
Salary growth (+/- 0.5%)	1,018,486	911,186	934,061	831,890
Discount rate (+/- 0.5%)	915,835	1,013,770	839,807	929,668
Life expectancy (increase/ decrease by 1 year)	964,596	964,403	883,383	883,207

Although the analysis does not take account of the full distribution of cash flows expected under the benefit, it does provide an approximation of the sensitivity of the assumptions shown.

The charge for the year included within employee benefit expense in profit or loss includes current service cost and interest cost. Actuarial gain during the year is recognised in other comprehensive income.

The expected gratuity expense for the next one year commencing 1 January 2025 works out to AED 131 million (2024: AED 134 million). These amounts are the sum of current service cost and net interest cost/(income).

Movements in the provision for end of service benefits are analysed below:

	2024	2023
	AED'000	AED'000
At 1 January	965,340	948,333
Charge for the year (refer note 34)	149,487	148,384
Re-measurement gains	(18,047)	(86,068)
Payments made during the year	(38,377)	(45,309)
At 31 December	1,058,403	965,340

The provision made during the year for end of service benefits and recognised in profit or loss is analysed as follows:

	2024	2023
	AED'000	AED'000
Current service cost	94,407	96,833
Interest cost	55,080	51,551
	149,487	148,384

Component of defined benefit costs (re-measurement) recognised in other comprehensive income

	2024	2023
	AED'000	AED'000
Gain due to change in experience adjustments	14,620	78,640

During the current year, other re-measurement gain pertains to subsidiary amounted to AED 3.4 million (2023: AED 7.4 million).

Maturity profile

	2024	2023
	AED'000	AED'000
0 to 1 year	102,305	120,252
1 to 5 years	218,141	152,431
5 years and above	1,909,743	1,695,865
	2,230,189	1,968,548

The employee profile of the Group is as detailed below:

	2024	2023
Average age (years)	42.97	42.01
Average past service (years)	14	13
Average entry age (years)	28.76	28.65

22.2 PROVISION FOR PENSION

22.2.1 PROVISION FOR PENSIONS (FOR ELIGIBLE UAE NATIONAL EMPLOYEES WHO RETIRED BEFORE 1 JANUARY 2003)

In 2024 and 2023, an actuarial valuation was performed using assumptions based on market expectations, at the reporting date, for the period over which the obligations are to be settled for eligible UAE national employees who retired before 1 January 2003. The obligation for end of service benefits is not funded. The principal actuarial assumptions used were as follows:

- Discount rate used to determine the present value of the obligation was 5.76% per annum (2023: 5% per annum);
- The average rate of mortality and withdrawal is not significantly different from the trends noted at the valuation date. The mortality rates are based on reinsurance rates; and
- Administrative expenses would be borne by the Authority and accordingly no allowance for these have been considered for the valuation.

The rate used to discount post-employment benefit obligations should be determined by reference to market yields on high quality corporate bonds. In countries where there is no deep market for such bonds, the market yields on government bonds should be used. In the UAE, there is no deep market for corporate bonds and no market for government bonds and, therefore, the discount rate has been estimated using the High Quality Market (HQM) yield curve at the appropriate duration rate as a proxy with adjustment for country risk premium.

The movements in the provision for pensions are analysed below:

	2024	2023
	AED'000	AED'000
At 1 January	**54,900**	62,160
Payments made during the year	**(3,680)**	(7,260)
At 31 December	**51,220**	54,900

22.2.2 PROVISION FOR PENSIONS (FOR ELIGIBLE UAE NATIONAL EMPLOYEES FROM 1 JANUARY 2003)

Effective 1 January 2003, the Group joined a defined contribution plan operated by the Federal Pension General and Social Security Group for its active eligible UAE national employees in accordance with the provision of Federal Law No. (7) of 1999 relating to Pension and Social Security Law. The movements in the provision for pensions are analysed below:

	2024	2023
	AED'000	AED'000
At 1 January	**10,299**	11,928
Charge for the year (refer note 34)	**130,961**	123,226
Payments made during the year	**(134,983)**	(124,855)
At 31 December	**6,277**	10,299

23. LEASE LIABILITIES

	2024 AED'000	2023 AED'000
At 1 January	**32,247**	36,412
Additions during the year	**30,536**	25,153
Modification	**(664)**	(98)
Interest paid on lease liabilities	**(232)**	(104)
Principal paid of lease liabilities	**(17,958)**	(29,116)
At 31 December	**43,929**	32,247
Less: current portion	**(25,332)**	(16,281)
Current portion	**18,597**	15,966

Lease liabilities related to right-of-use assets recognised as per IFRS 16 (refer note 7 (f)).

Maturity analysis of lease liabilities:

	2024 AED'000	2023 AED'000
Less than one year	**20,274**	16,198
More than one year	**26,910**	18,739
	47,184	34,937

24. OTHER LONG-TERM LIABILITIES

	2024 AED'000	2023 AED'000
Deferred revenue (refer note 25 (a))	**26,384,519**	25,848,381
Advances for new connections	**6,487,065**	6,616,075
Retentions payable	**575,306**	613,418
Asset retirement obligations	**301,482**	313,868
	33,748,372	33,391,742

25. TRADE AND OTHER PAYABLES

	2024 AED'000	2023 AED'000
Consumers' security deposits	**5,074,227**	4,656,794
Capital projects payables	**2,121,312**	2,022,376
Trade payables	**2,738,696**	2,053,879
Retentions payable	**1,410,034**	1,320,180
Deferred revenue (refer note (a) below)	**1,751,263**	1,465,565
Advances for new connections	**1,206,230**	348,215
Accrual for staff benefits	**255,824**	234,540
Corporate tax payable (refer note 13)	**853,509**	-
Retirement benefit obligations (refer note 22)	**6,278**	10,299
Other payables	**2,788,518**	2,597,120
	18,205,891	14,708,968

(a) Movements in the deferred revenue are analysed below:

	2024 AED'000	2023 AED'000
At 1 January	**27,313,946**	26,315,486
Addition during the year	**1,985,934**	2,089,712
Revenue recognised during the year	**(1,164,098)**	(1,091,252)
At 31 December	**28,135,782**	27,313,946
Less: non-current portion (refer note 24)	**(26,384,519)**	(25,848,381)
Current portion	**1,751,263**	1,465,565

26. REGULATORY DEFERRAL ACCOUNT CREDIT BALANCE

The prices that can be charged to customers for electricity and water by the Group are subject to oversight and/or approval by the Supreme Council of Energy. Hence the Group is subject to rate regulation. The Supreme Council of Energy through its notification issued in 2010 had allowed the Group to recover the additional costs it incurs due to the escalation in fuel prices considering 2010 as the base year from its customers.

The Supreme Council of Energy is also controlled by the Government of Dubai, and it is a related party of the Group.

The Group has recorded AED 367 million as at 31 December 2024 (31 December 2023: AED 200 million) in excess of the actual increase in fuel costs incurred since 2010 till date as regulatory deferral account credit balance.

On the transition date, the Group has elected to apply the requirements of IFRS 14 – 'Regulatory Deferral Accounts' and will continue to apply its current accounting policy for recognition, measurement and derecognition of this regulatory deferral account balance.

	2024	2023
	AED'000	AED'000
At 1 January	**199,931**	95,343
Excess collection during the year	**167,413**	104,588
At 31 December	**367,344**	199,931

27. RELATED PARTY TRANSACTIONS AND BALANCES

The Group transacts with the Government of Dubai, subsidiaries, joint ventures and entities controlled, jointly controlled or significantly influenced by the Government of Dubai within the scope of its ordinary business activities. Since the Group is majority owned by the Government of Dubai post its listing of shares on Dubai Financial Market (DFM), these entities are jointly referred to as 'government related entities'.

The Group applies the exemption relating to government related entities under IAS 24 – 'Related Parties' and only discloses transactions and balances with government related entities which are individually or collectively significant. To determine significance, the Group considers various qualitative and quantitative factors including whether transactions with related parties are conducted in the ordinary course of business.

Key management personnel and entities controlled by them are also related to the Group. Key management personnel of the Group comprise the directors and executive vice presidents (EVPs) of the Authority and employees of the Authority who are acting as directors of the subsidiaries.

Related party transactions

The material transactions and balances with related parties are disclosed below, except as disclosed in notes 7, 15, 17, 21, 23, 26, 28, 29, 30, 31, 32, 34 and 38 in these consolidated financial statements.

(a) Sale of electricity and water

The Group deals with various government entities in Dubai. Quantities of electricity and water sold to UAE nationals are at subsidised rates. The Group calculates differential between the value of these quantities supplied at subsidised rates and the approved rates, which is settled by the Department of Finance (DoF), Government of Dubai.

During the current year, the Group has collected AED 2,234 million (31 December 2023: AED 1,993 million) from the Department of Finance (DOF), Government of Dubai, mainly in respect of UAE nationals.

During the current year, the Group has earned AED 57 million (31 December 2023: AED 57 million) in respect of handling charges mainly from a related party (refer note 28).

During the current and prior years, revenue from other Government entities constitutes a small portion against the total revenue of the Group.

(b) Purchase of goods and services

The Group purchases fuel from entities owned by the Government of Dubai. During the current year, the Group purchased fuel amounting to AED 7,766 million (31 December 2023: AED 7,513 million) from various entities.

During the current year, the Group purchased water amounting to AED 9 million (31 December 2023: AED 8 million) from an entity under common control.

(c) Transactions with banks owned by the Government of Dubai

The Group transacts with various banks and financial institutions which are wholly or partially controlled by the Government of Dubai. All of the Group's transactions with such banks are on approved commercial terms. A portion of the cash and cash equivalents as disclosed in note 19 was included in deposit held with such banks.

	2024	2023
	AED'000	AED'000
Repayment of borrowings	**8,150,000**	3,900,000
Short-term deposit matured	**4,859,941**	3,149,054
UAE National Bonds and Sukuk Bonds – placed	**1,526,636**	837,710
UAE National Bonds and Sukuk Bonds – matured	**1,207,955**	938,692

(d) Dividends declared/paid to Dubai Investment Fund (DIF), Government of Dubai

During the current year, the Authority declared and paid a dividend amounting to AED 6,200 million (2023: AED 7,870 million). Out of this dividend, 82% pertains to DIF, Government of Dubai.

(e) Compensation to key management personnel

	2024	2023
	AED'000	AED'000
Salaries and short-term employee benefits	**130,723**	104,529
Post-employment benefits	**3,421**	2,399
	134,144	106,928

(f) Key management remuneration

	2024	2023
	AED'000	AED'000
Board of directors' remuneration	**39,500**	39,500

Related party balances

	2024	2023
Liabilities	**AED'000**	AED'000
Borrowings	**5,129,219**	4,393,351

28. REVENUE

	2024 AED'000	2023 AED'000
Revenue from contract with customers		
Sale of electricity	**19,668,374**	18,677,402
Sale of water	**5,696,109**	5,399,075
District cooling	**3,239,722**	3,017,829
Others	**2,373,146**	2,083,703
	30,977,351	29,178,009

Others include:

- Handling fees amounting to AED 57 million (2023: AED 57 million) represent amounts mainly earned from a related party for providing collection services.
- Amortisation of deferred revenue amounts to AED 1,164 million (2023: AED 1,091 million).

Net movement in regulatory deferral account has been shown as a separate line item on the face of profit or loss.

28.1 DISAGGREGATION OF REVENUE

	Electricity		Water		District cooling charges		Others		Total	
Timing of revenue recognition	**2024 AED'000**	2023 AED'000	**2024 AED'000**	2023 AED'000	**2024 AED'000**	2023 AED'000	**2024 AED'000**	2023 AED'000	**2024 AED'000**	2023 AED'000
Products and services transferred										
-at a point in time	**19,668,374**	18,677,402	**5,696,109**	5,399,075	**3,239,722**	3,017,829	**1,209,048**	992,451	**29,813,253**	28,086,757
-over time	**-**	-	**-**	-	**-**	-	**1,164,098**	1,091,252	**1,164,098**	1,091,252
	19,668,374	18,677,402	**5,696,109**	5,399,075	**3,239,722**	3,017,829	**2,373,146**	2,083,703	**30,977,351**	29,178,009

29. COST OF SALES

	2024	2023
	AED'000	AED'000
Generation and desalination expenditures (refer note 29.1)	12,982,223	12,272,569
Transmission and distribution expenditures (refer note 29.2)	5,006,581	4,869,714
Purchase of gas, power and water	1,181,534	790,371
	19,170,338	17,932,654

29.1 GENERATION, DESALINATION AND OTHER DIRECT EXPENDITURES

	2024	2023
	AED'000	AED'000
Fuel costs	7,110,214	6,885,373
Depreciation (refer note 7)	3,103,920	2,813,730
Employee benefit expenses (refer note 34)	599,760	585,042
Repairs and maintenance	416,457	260,959
Amortisation (refer note 8)	12,157	12,157
Others	1,739,715	1,715,308
	12,982,223	12,272,569

29.2 TRANSMISSION AND DISTRIBUTION EXPENDITURES

	2024	2023
	AED'000	AED'000
Depreciation (refer note 7)	3,084,144	2,988,699
Employee benefit expenses (refer note 34)	1,668,468	1,618,113
Repairs and maintenance	189,727	194,917
Others	64,242	67,985
	5,006,581	4,869,714

30. ADMINISTRATIVE EXPENSES

	2024	2023
	AED'000	AED'000
Employee benefit expenses (refer note 34)	**1,832,502**	1,826,459
Repairs and maintenance	**254,170**	274,967
Depreciation (refer note 7)	**295,085**	240,685
Amortisation (refer note 8)	**72,626**	71,707
Insurance	**98,474**	77,581
Others *	**616,385**	522,067
	3,169,242	3,013,466

* Others include an amount of AED 27 million (2023: 10 million) paid as social contribution.

31. OTHER INCOME

	2024	2023
	AED'000	AED'000
Insurance claims (refer note 7 (g))	**353,313**	23,169
Sale of scrap	**64,693**	104,177
Liabilities written back	**23,072**	297,290
Profit on disposal of property, plant and equipment	**4,683**	401
Miscellaneous income	**147,796**	226,073
	593,557	651,110

32. FINANCE (COSTS)/INCOME – NET

	2024	2023
	AED'000	AED'000
Finance costs		
Interest on bank and other borrowings	**(2,438,979)**	(2,405,836)
Amortisation of borrowing costs	**(59,890)**	(23,765)
Amortisation of financial liabilities	**(4,769)**	-
Interest on lease liabilities	**(232)**	(104)
Cash flow hedges – ineffective portion of changes in fair value of derivative financial instruments	**-**	(121)
	(2,503,870)	(2,429,826)
Amounts capitalised (refer note 7 (e))	**370,015**	812,661
	(2,133,855)	(1,617,165)
Finance income		
Interest income on short-term bank deposits	**347,370**	410,451
Cash flow hedges – reclassified to profit or loss	**605,600**	385,517
Interest earned on financial assets	**4,116**	4,019
Cash flow hedges – ineffective portion of changes in fair value of derivative financial instruments	**2,751**	5,428
Amortisation of financial liabilities	**-**	863
	959,837	806,278
Finance costs – net	**(1,174,018)**	(810,887)

33. EARNINGS PER SHARE/ DILUTED SHARE

Basic earnings per share amounts are calculated by dividing net profit or loss for the year attributable to the shareholders of the Authority by the weighted average number of ordinary shares outstanding during the year.

	2024 AED'000	2023 AED'000
Earnings		
Profit for the year, attributable to the Owners – before net movement in regulatory deferral account and after tax	**7,180,073**	7,805,411
Profit for the year, attributable to the Owners – after net movement in regulatory deferral account and after tax	**7,012,660**	7,700,823

	2024	2023
Number of shares in thousands		
Number of ordinary shares for basic earnings per share at 31 December	**50,000,000**	50,000,000

	2024	2023
Earnings per share		
Basic and diluted earnings per share (AED) – before net movement of regulatory deferral account	**0.144**	0.156
Basic and diluted earnings per share (AED) – after net movement of regulatory deferral account	**0.140**	0.154

34. EMPLOYEE BENEFIT EXPENSES

	2024 AED'000	2023 AED'000
Salaries	**2,702,545**	2,680,140
Retirement benefit obligations (refer note 22)	**280,448**	271,610
Bonus	**385,748**	447,705
Other benefits	**731,989**	630,159
	4,100,730	4,029,614

Employee benefit expenses are allocated as detailed below:

	2024 AED'000	2023 AED'000
Cost of sales		
- Generation and desalination expenditures (refer note 29.1)	**599,760**	585,042
- Transmission and distribution expenditures (refer note 29.2)	**1,668,468**	1,618,113
Administrative expenses (refer note 30)	**1,832,502**	1,826,459
	4,100,730	4,029,614

35. EARNINGS BEFORE INTEREST, TAXES, DEPRECIATION, AND AMORTIZATION (EBITDA)

	2024 AED'000	2023 AED'000
Profit for the year after net movement in regulatory deferral account and tax	**7,234,189**	7,933,761
Income tax expense/(benefit)	**748,905**	(91,902)
Profit for the year after net movement in regulatory deferral account and before tax	**7,983,094**	7,841,859
Adjustments for:		
Finance costs – net (refer note 32)	**1,174,018**	810,887
Depreciation (refer note 7)	**6,483,149**	6,043,114
Amortisation (refer note 8)	**84,783**	83,864
EBITDA	**15,725,044**	14,779,724

36. CONTINGENCIES AND COMMITMENTS

	2024	2023
	AED'000	AED'000
Future commitments including capital expenditure	**14,597,324**	9,704,472
Bank guarantees and letter of credits	**234,774**	462,478

37. FINANCIAL INSTRUMENTS BY CATEGORY

Financial assets		
	2024	2023
	AED'000	AED'000
At fair value through profit or loss		
Derivative financial instruments (refer note 10)	**2,097,312**	1,565,267
Financial assets measured at fair at through profit or loss (refer note 15)	**231,483**	165,663
	2,328,795	1,730,930
At fair value through other comprehensive income		
Financial assets at fair value through other comprehensive income (refer note 11)	**55,709**	54,153
At amortised cost		
Other financial assets at amortised cost (refer note 15)	**7,306,249**	5,974,061
Cash at bank (refer note 19)	**6,104,698**	5,299,722
Short-term deposits (refer note 18)	**3,586,277**	4,894,389
Trade receivables (refer note 17)	**3,107,372**	3,420,058
	20,104,596	19,588,230

Fair value of financial assets at amortised cost are considered to approximates their carrying amount.

Financial liabilities		
	2024	2023
	AED'000	AED'000
At fair value through profit or loss		
Derivative financial instruments (refer note 10)	**6,393**	3,732
At amortised cost		
Borrowings (refer note 21)	**36,172,776**	38,887,566
Trade and other payables * (refer note 25)	**14,388,611**	12,884,889
Other long-term liabilities * (refer note 24)	**575,306**	613,418
Lease liabilities (refer note 23)	**43,929**	32,247
	51,180,622	52,418,120

*These do not include advances for new connections, deferred revenue, asset retirement obligation and retirement benefit obligations as these are non-financial liabilities.

38. DIVIDENDS

During the current year, the Authority declared and paid a dividend amounting to AED 6,200 million (2023: AED 7,870 million).

During the current year, EMPOWER declared a dividend of AED 850 million (2023: AED 850 million). An amount of AED 374 million (2023: AED 374 million) was paid to the non-controlling interest as dividend.

In addition to above, Shuaa Energy 1 P.S.C declared a dividend of AED 18 million (2023: AED 8.6 million). An amount of AED 8 million (2023: AED 4.2 million) was paid to the non-controlling interest as dividend and Shuaa Energy 3 P.S.C declared a dividend of AED 7 million (2023: AED nil) which include an amount of AED 3 million (2023: AED nil) for non-controlling interest as dividend.

39. ACQUISITION OF DXB COOL-CO FZCO (DXB COOL)

In the previous year, EMPOWER entered into a sale and purchase agreement with Dubai Aviation City Corporation (DACC) to acquire 85% share capital of DXB Cool for a consideration of AED 892.5 million.

DXB Cool is a company incorporated in Dubai Airport Freezone Authority ("DAFZA"), Dubai, UAE (License No. 5007) and has a concession agreement with DACC which grants it the sole and exclusive rights to operate, maintain and perform the district cooling services within Dubai International Airport for a term of 35 years from the commencement date (i.e. 5 July 2023).

Management performed a detailed analysis of the acquisition and determined that:

- At the acquisition date, DXB Cool does not meet the definition of business as defined in IFRS 3 and as such the transaction should be accounted for as an asset acquisition.

- The acquired asset which is a financial asset should be measured at fair value on initial recognition and subsequently at amortised cost (refer note 15.2).

Accordingly, EMPOWER recognised a financial asset (refer note 15.2) and a non-controlling interest amounting to AED 157.5 million.

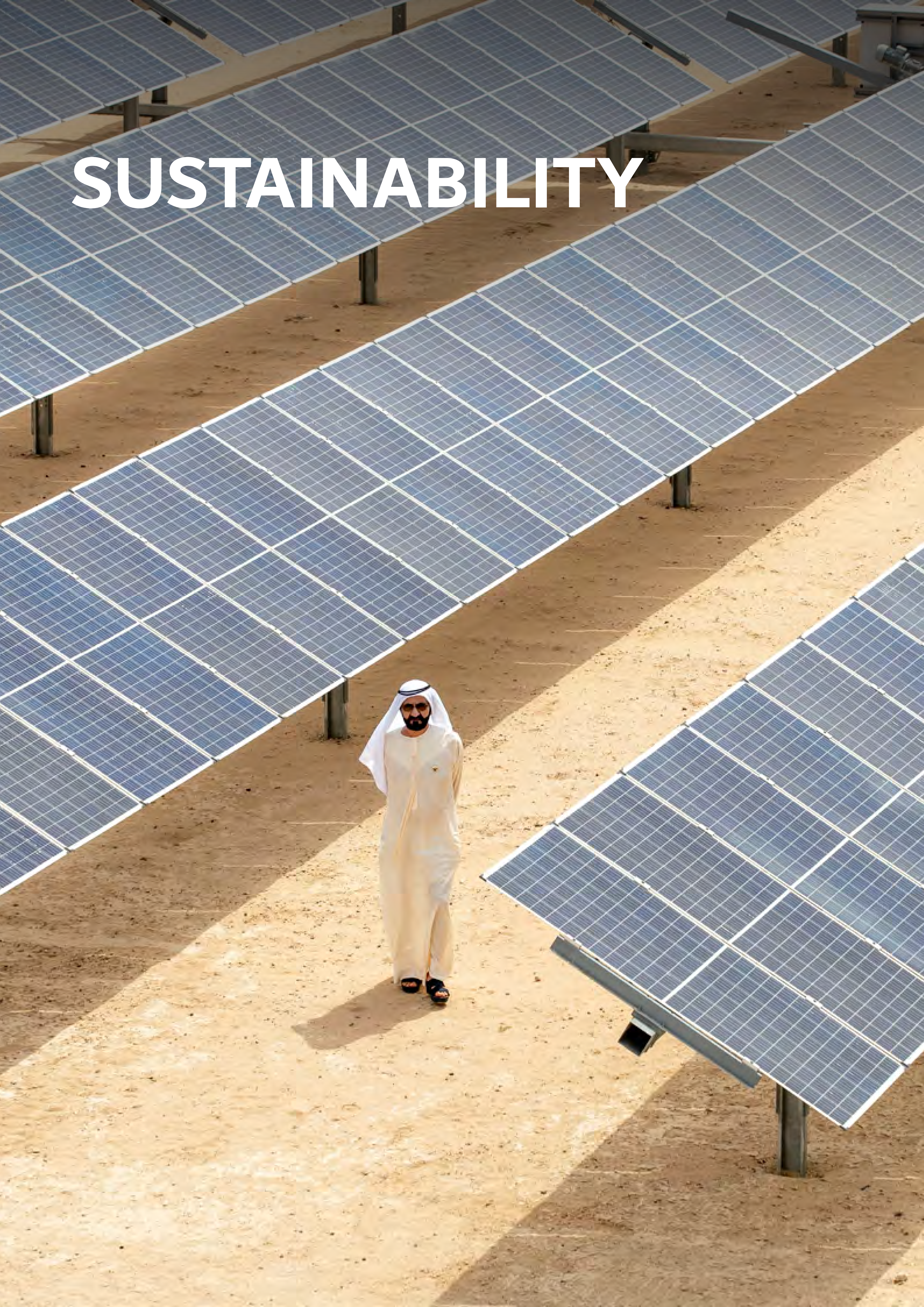
40. COMPARATIVE FIGURES

The previous year figures have been regrouped/reclassified wherever necessary, in order to conform to the current year presentation. The regrouping/reclassification does not affect the previously reported total equity, net profit after tax and other comprehensive income.

41. SUBSEQUENT EVENTS

Subsequent to the year end, the Board of Directors of the Authority recommended a dividend amounting to AED 3,100 million in respect of the year ended 31 December 2024, which is subject to the approval of the shareholders at the forthcoming Annual General Meeting of the Authority. The aggregate amount of the proposed dividend expected to be paid in April 2025 out of retained earnings at 31 December 2024, but not recognised as liability at the year-end.

SUSTAINABILITY



SUSTAINABILITY HIGHLIGHTS

Economic Highlights:

AED 30.98 billion total revenue

AED 7.23 billion net profit

AED 22.25 billion operational cost

AED 7 billion investment in Smart Grid initiatives between 2014 and 2035

AED 64.69 million revenue from scrap/waste materials sold

AED 4.10 billion employee wages & benefits

Environmental Highlights:

700 charging stations installed across the Emirates of Dubai

Total of **59,191,667 MWh** generated in 2024

2% losses from electricity transmission and distribution networks

Cumulative efficiency improvement of **43.61%** in 2024, compared with 2006

Total installed capacity of the Mohammed bin Rashid Al Maktoum Solar Park stands at **3,060 MW**

Carbon emission reduction of **11.47 million tonnes**

Social Highlights:

Total number of employees at **10,722**

107 programmes and initiatives for People of Determination between 2015 and 2024

The world's lowest customer minutes lost (CML) at just **0.94 minutes** per customer in 2024

Zero fatalities since 2000

Community happiness with DEWA's support for People of Determination (POD) reached **94.68%** in 2024

Total of **1,270,285 customers** served during 2024

SUSTAINABILITY REPORTING AT DEWA

Since 2013, DEWA has published 12th sustainability reports aligned with the Global Reporting Initiative (GRI) Standards. These reports are also prepared in accordance with the Sustainable Development Goals (SDGs). DEWA remains dedicated to sustainability and transparency, as demonstrated by its active membership in the GRI Gold Community. Notably, DEWA is among the first 100 organisations globally to adopt the new GRI Standards, beginning with the 2016 reporting cycle under the core option.

In its previous report, DEWA showcased its forward-thinking approach by aligning its disclosures with the revised Universal Standards. Building on this progress, DEWA's 12th sustainability report incorporates the latest updates to the GRI standards, ensuring all relevant disclosure requirements are met.

This report rigorously adheres to the GRI Reporting Principles, including Accuracy, Balance, Clarity, Comparability, Completeness, Sustainability Context, Timeliness, and Verifiability. DEWA's unwavering commitment to these principles underscores its dedication to transparency, accountability and maintaining the highest standards of sustainability reporting.

The report serves as a comprehensive resource, synthesising insights from DEWA's continuous stakeholder engagement efforts. It provides a concise overview of the economic, environmental and social aspects relevant to the year 2024. Unless otherwise specified, all data included reflects the status from 1 January 2024 to 31 December 2024.

Additionally, the report highlights DEWA's sustained efforts towards achieving its long-term sustainability objectives. By clearly articulating these commitments, DEWA aims to effectively communicate its sustainability initiatives to stakeholders, fostering meaningful dialogue and strengthening its engagement with them.

Note: *for any questions about the report or the reported information, you may contact* ***sustainability@dewa.gov.ae***

MATERIALITY ASSESSMENT

The foundation for developing a sustainability report lies in identifying its material topics. To achieve this, DEWA engaged with relevant internal and external stakeholders, including DEWA's top management, DEWA's employees, government entities, partners, suppliers, customers, society and investors.

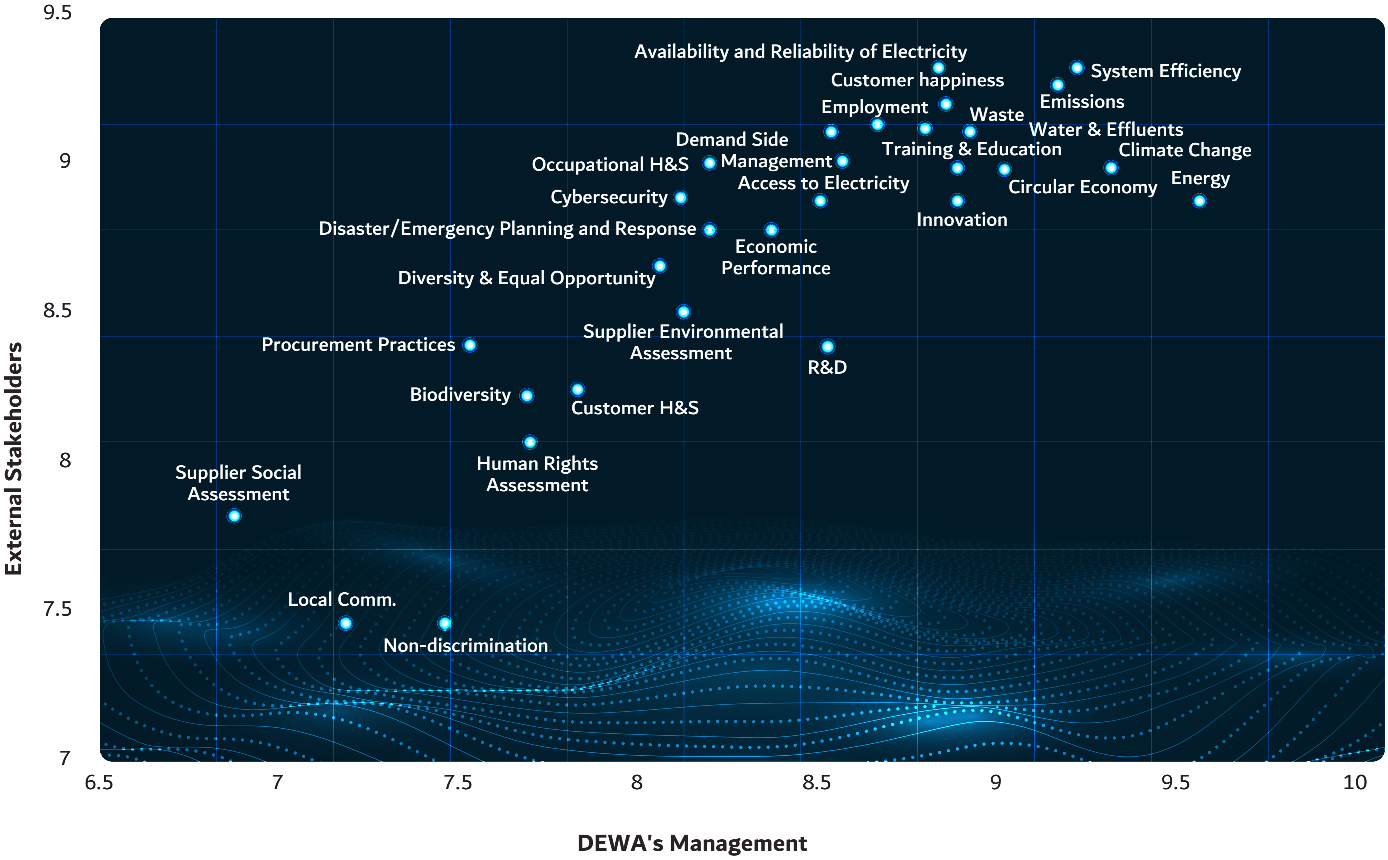
In November 2024, DEWA organised three stakeholder engagement workshops to evaluate 47 material topics. The purpose was to assess and prioritise these topics, determining their significance for the 2024 sustainability reporting cycle.

Beyond the GRI material topics, DEWA's 2024 materiality analysis incorporated key global megatrends such as the circular economy, climate change, innovation, customer happiness and cybersecurity.

In line with GRI Standards, the sustainability report must disclose the organisation's most significant impacts on the economy, environment and people, including human rights implications resulting from DEWA's activities or business relationships. The outcomes of the 2024 materiality assessment process are presented in the materiality matrix below.

This matrix, approved by DEWA's management, has been a cornerstone for developing this sustainability report. The X-axis reflects DEWA management's prioritisation of material topics, while the Y-axis represents stakeholders' perspectives. This collaborative process ensures that the report comprehensively addresses both organisational and stakeholder priorities.

MATERIALITY MATRIX 2024 RESULTS



FINANCIAL PERFORMANCE SCOPE

Starting in 2022, DEWA began publishing its financial statements as part of its Integrated Report, which combines DEWA's Sustainability Report, Corporate Governance disclosures and financial statements. This comprehensive report is also made available on the Dubai Financial Market (DFM) website.

For a detailed overview of DEWA's financial performance and results for 2024, please refer to the financial statement. All financial data presented in the statement adheres to the International Financial Reporting Standards (IFRS).

VALUE CHAIN & OTHER BUSINESS RELATIONSHIPS

SERVICES

In 2024, DEWA conducted a comprehensive review and update of its services catalogue in alignment with Dubai Government directives. The updated catalogue includes 22 public services, organised into six main categories:

1. Electricity & Water Management Services
2. Billing Services
3. Sustainability & Consumption Management Services
4. No Objection Certificate Services
5. Electricity Network Services
6. Water Network Services

For further details on DEWA services, please scan the QR code.

SUPPLIERS

In 2024, DEWA collaborated with a wide range of local and international suppliers to support its operations, including project procurement, material and equipment supply, maintenance, consultancy and other services for electricity and water generation, transmission and distribution.

This engagement encompassed 1,733 suppliers, categorised into 17 strategic, 167 core, and 1,549 basic suppliers. Geographically, DEWA partnered with 1,627 local and 173 global suppliers, completing 13,863 transactions with 90.04% of products and services sourced locally.

DEWA places a strong emphasis on sustainable environmental practices in its supplier collaborations. The organisation employs assessment criteria and green procurement standards to evaluate suppliers' environmental performance. Supplier selection considers the environmental impact of products and services, and DEWA actively encourages suppliers to improve their environmental, ethical and social practices.

DEWA'S CUSTOMERS

In 2024, DEWA served a total of 1,270,285 customers with 58,810 new customers added since Q4 2023. During the year, DEWA generated 59.19 TWh of electricity, reflecting a 5.42% increase, and produced 150,478 MIG of desalinated water, marking a 5% growth compared to 2023.

By the end of 2024, DEWA's electricity accounts totalled 1,225,639, up from 1,173,631 in 2023. Similarly, water accounts reached 1,103,245 compared to 1,048,913 in the previous year.

These increases highlight Dubai's economic prosperity and the rising demand for DEWA's electricity and water services. This growth aligns with DEWA's commitment to sustainable development and supports the Dubai Economic Agenda (D33), which seeks to double the size of Dubai's economy between 2023 and 2033 and establish the Emirate as one of the top three economic hubs globally.

Number of Customer Accounts as of 31 December 2024

	Electricity		Water	
Description	**No. of customer accounts**	**%**	**No. of customer accounts**	**%**
UAE Nationals	74,847	6.11	70,248	6.37
Expatriates	880,643	71.86	866,820	78.56
Commercial	240,395	19.61	160,714	14.57
Government Organisations	6,451	0.53	2,180	0.20
Industrial	3,226	0.26	1,695	0.15
Electric Vehicles (EV)	17,810	1.45	0	0.00
Port Sales	0	0.00	424	0.04
Exempted	2,267	0.18	1,164	0.11
Total	**1,225,639**	**100.00**	**1,103,245**	**100.00**

BUSINESS RELATIONSHIPS

DEWA strives to maximise positive impacts on the economy, environment and society through its business activities while minimising negative impacts by fostering strong partnerships with stakeholders. In power generation, DEWA maintains continuous engagement with original equipment manufacturers to stay updated on advancements and cost-effective technologies. For instance, DEWA actively explores and adopts new, efficient technologies throughout the lifecycle of installed assets. This approach has led to increased power generation capacity, enhanced efficiency and reliability, as well as extended asset lifespans beyond their expected useful life.

In alignment with the UAE Circular Economy Policy, DEWA adopts sustainable practices such as Reduce, Reuse, Refuse, Recover & Recycle - the 5R principle for managing the natural resources. This long-term approach reflects DEWA's commitment to sustainable business relationships with strategic suppliers across its supply chain.

DEWA introduced the OWNEK initiative (Arabic for "Your Help") to support contractors and consultants in obtaining DEWA's approval for electricity connections on their first attempt. This initiative aims to streamline workflows, save time and reduce effort. Awareness sessions and detailed instructional videos in Arabic and English are available on DEWA's website, offering guidance on key pillars, requirements, instructions and best practices.

Since its launch, the initiative has fostered direct and constructive communication with consultants and contractors, thereby speeding up project completion. The initiative has facilitated 2,201 preliminary technical discussions before project applications were submitted, and 34,741 online technical discussions during the project submission and approval phase. Additionally, the awareness sessions and instructional videos available on the platform have benefited 6,395 consultants and contractors.

DEWA provides a dynamic, competitive, and supportive business environment that enhances stakeholders' experience and make them happier. This fosters fruitful cooperation and effective communications with our partners, ensuring the mutual prosperity of its business. This also enables DEWA to keep pace with the growing number of infrastructure projects in Dubai, alongside the increasing demand for electricity and water services. Furthermore, it contributes to Dubai's economic growth and supports its expanding population. DEWA remains committed to supporting the Dubai Economic Agenda (D33), which aims to double the size of Dubai's economy over the next decade and maintain its status among the top three global cities.

To enhance efficiency and satisfaction, DEWA encourages its partners to utilise its digital services, simplifying processes and improving their overall experience.

SOQOOR PROGRAMME

The Soqoor programme is the first government initiative of its kind to evaluate consultants and contractors in Dubai. It assesses their compliance with DEWA's requirements, standards, terms and conditions and guidelines when submitting their applications. The programme accelerates the time for obtaining DEWA's approvals, reduces or avoids violations, damages and fines, saves time and effort and improves field operations, in addition to protecting DEWA's assets. Consultants and contractors who achieve the best performance according to the highest international standards win the 'Soqoor' awards in the project and service categories, such as "No Objection Certificate Services for Infrastructure Projects," "Electricity Network Services" and "Water Network Services."

DEWA approved 127,268 NOC applications in 2024 as part of the Soqoor programme. This initiative supports DEWA's efforts to keep pace with the urban expansion in Dubai. The Soqoor programme makes it easier for consultants and contractors to obtain DEWA's approval from the first time when submitting NOC applications and field operations services for their projects.

DEWA is committed to achieving the directives of HH Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, to enhance Dubai's leadership in serving people, simplify and reduce government procedures, accelerate the completion and provision of services and ease of doing business. This advances efficiency and productivity and elevates the competitiveness of economic sectors and the business environment in Dubai to world-leading levels, raising society's quality of life and enhancing our future readiness. This also supports the Dubai Economic Agenda D33 and the Dubai 2040 Urban Master Plan.

In line with its efforts to stimulate business practices, DEWA has launched the second edition of its Infrastructure NOC Technical

Manual (Flipbook) to serve as a reference for contractors, consultants and developers accredited by DEWA. This is part of DEWA's efforts to promote business in the Emirate. This Manual helps facilitate and accelerate the acquisition of electricity and water services according to the best international standards and practices regarding reliability, quality and efficiency.

DEWA offers consultants and contractors a package of innovative programmes and services, including Al Namoos service, Marafeq smart feature and the Ownek awareness initiative, to enrich their experience. It also allows them to conduct transactions anytime, anywhere, with ease and security, via DEWA's smart app or website without the need to visit DEWA's customer happiness centres.

ECONOMIC PERSPECTIVE

ECONOMIC PERFORMANCE

DUBAI FINANCIAL MARKET (DFM)

DEWA was successfully listed on the DFM in April 2022. The listing was a landmark achievement, underpinned by DEWA's robust business profile, which attracted demand amounting to USD 85 billion and an oversubscription of 37 times.

DEWA is responsible for generating, transmitting and distributing electricity and water to end users across Dubai. The company holds a 56% stake in Empower, one of the world's largest district cooling services providers by connected capacity. Empower owns, manages, operates and maintains district cooling plants and associated distribution networks throughout Dubai.

In addition to its core utilities operations, DEWA's portfolio includes several subsidiaries, such as Mai Dubai, a bottled water manufacturing and distribution company; Digital DEWA, a provider of digital business solutions; and Etihad ESCO, a company specialising in energy efficiency solutions. For DEWA's portfolio, refer to page 15 of this report.

Since its listing, DEWA has continued to maintain the confidence of investors, supported by its strong balance sheet, consistent operational performance, financial prudence and environmental, social and governance (ESG) commitments. The Group remains dedicated to Dubai's ambitious target of achieving net-zero emissions by 2050. The Initial Public Offering (IPO) demonstrated significant confidence from local and international investors in Dubai's capital markets and the Emirate's business-friendly environment.

FINANCIAL PERFORMANCE

In alignment with Dubai's long-term sustainability goals, the UAE Vision 2071 and the net zero emission target by 2050, DEWA has continued its pursuit of operational and technical excellence, comparable to the world's leading utilities, while maintaining a strong financial foundation.

DEWA achieved record-breaking results, delivering its strongest financial performance to date. The organisation fulfilled its strategic objectives, centred on sustainable growth, operational excellence through smart and innovative practices, shareholder value optimisation and carbon footprint reduction. Investments in AI and digitalisation further streamlined internal operations, reduced costs and enhanced operating efficiency across all business lines, contributing to an exceptional customer experience.

DEWA reported a 6.17% increase in consolidated revenue, reaching AED 30.98 billion, primarily driven by higher demand for electricity, water and cooling services.

The consolidated net profit for 2024 stood at AED 7.23 billion, slightly lower than the AED 7.93 billion reported in 2023, reflecting a decline of 8.82% while maintaining sustainable growth. Consolidated Earnings Per Share declined by 9.10%, from AED 0.154 in 2023 to AED 0.140 in 2024. For the year, DEWA provided a sector-leading dividend yield of 5%, based on its IPO price of AED 2.48.

In addition to its financial success, DEWA set global benchmarks in operational and technical performance. It achieved the world's lowest electricity line losses at 2.0% and water line losses at 4.5%, along with the CML time of 0.94 minutes, reinforcing its position as a global leader in utility excellence.

KEY FACTS ABOUT DEWA'S FINANCIAL PERFORMANCE

Year	2022	2023	2024
Total Revenues - Consolidated	AED 27.34 billion	AED 29.18 billion	**AED 30.98 billion**
Net Profit - Consolidated	AED 8.04 billion	AED 7.93 billion	**AED 7.23 billion**
Operating Costs - Consolidated	AED 19.524 billion	AED 21.07 billion	**AED 22.25 billion**
Employee Wages and Benefits - Consolidated	AED 3.659 billion	AED 4.029 billion	**AED 4.10 billion**
Payment to Providers of Capital - Consolidated	AED 16.155 billion	AED 8.248 billion	**AED 6.585 billion**
Units Sold - Water	127.041 billion Imperial Gallons	133.028 billion Imperial Gallons	**139.817 billion Imperial Gallons**
Units Sold - Electricity	47.312-Terawatt Hour	50.785-Terawatt Hour	**53.335-Terawatt Hour**
Debt to Equity - Consolidated	44.07%	41.95%	**38.08%**
Return on Equity - Consolidated	8.71%	8.56%	**7.62%**
Capital Expenditure - Consolidated	AED 10,120 million	AED 8,120 million	**AED 11,163 million**

Year 2024	Q1	Q2	Q3	Q4	Total
Revenue	AED 5.80 billion	AED 7.86 billion	AED 9.87 billion	AED 7.45 billion	**AED 30.98 billion**
Net Profit	AED 650.90 million	AED 1,906.51 million	AED 2,916.87 million	AED 1,759.91 million	**AED 7,234.19 million**

AVAILABILITY & RELIABILITY OF ELECTRICITY

As the sole provider of electricity and water services in Dubai, DEWA is dedicated to delivering its services with industry-leading efficiency, availability and reliability. This commitment is maintained through continuous enhancements to power generation and desalination infrastructure, ensuring the capacity to meet customer demand with adequate reserves.

In 2024, DEWA produced a total of 59,191,667 megawatt-hours (MWh) of electricity. While natural gas remains the primary fuel source for power generation and water desalination, DEWA has made significant investments in renewable energy, particularly solar power.

Aligned with the Dubai Clean Energy Strategy 2050 and the Dubai Net Zero Carbon Emissions Strategy 2050, DEWA is actively working towards achieving 100% of Dubai's total power production from clean energy sources by 2050, supporting the Emirate's transition to a sustainable energy future.

Source of Energy		Units	2022	2023	2024
DEWA Gas Plants	Natural Gas	Generation (MWh)	44,322,308	44,541,222	45,425,306
		% of total generation	83.80	79.33	76.74
	Diesel Fuel Oil (DFO)	Generation (MWh)	13,651	25,450	66,649
		% of total generation	0.03	0.05	0.11
	Medium Fuel Oil (MFO)	Generation (MWh)	45	46	2
		% of total generation	0.00008	0.00008	0.000003
Solar Energy		Generation (MWh)	4,645,350	6,164,517	6,625,023
		% of total generation	8.78	10.98	11.19
Waste to Energy (Warsan Waste Management Company)		Generation (MWh)	-	174,377	1,040,920
		% of total generation	-	0.31	1.76
Hassyan Power Plant (HPP)	HPP-Total	Generation (MWh)	3,910,945	5,241,543	6,033,768
		% of total generation	7.39	9.34	10.19
DEWA Gas Plant & HPP-NG		Generation (MWh)	48,076,450	48,833,101	50,090,580
		% of total generation	90.89	86.97	84.62
Total Generation (MWh)			**52,892,299**	**56,147,155**	**59,191,667**

Gross generation by DEWA gas-fired plants and DEWA solar & net electricity sent to DEWA network by solar IPP, HPP & Waste to Energy (WWMC)

DEWA primarily relies on natural gas and solar energy for electricity generation. To ensure uninterrupted operations, DEWA maintains emergency reserves of alternative fuels such as Diesel Fuel Oil (DFO) and Medium Fuel Oil (MFO), which are utilised for testing and commissioning purposes.

With the annual growth in electricity demand, DEWA has correspondingly increased power generation from its primary energy sources, natural gas and solar energy. In 2024, DEWA expanded its energy mix by increasing the solar energy capacity through the completion of the Mohammed bin Rashid Al Maktoum Solar Park Phase 4 & Phase 5. By the end of 2024, the solar park's capacity reached 3,060 MW.

ACCESS TO ELECTRICITY

DEWA is responsible for the generation, transmission and distribution of electricity across Dubai, ensuring reliable access for residential, commercial and industrial consumers. This is achieved through a comprehensive network of power plants, substations and distribution network. DEWA's power generation portfolio includes natural gas, solar energy and co-generation plants, reflecting significant investments in renewable energy to reduce reliance on fossil fuels and lower carbon emissions.

Aligned with the Dubai Plan 2030 and the UAE Vision 2071, DEWA's Corporate Strategy Map focuses on objectives such as "Engaged & Happy Stakeholders" and "Leading Innovative Customer

Experience" (IP03). Customer happiness surveys are conducted regularly to monitor satisfaction and ensure service quality, enhancing the overall quality of life for consumers.

DEWA has implemented several initiatives to improve electricity accessibility and reliability:

- **Smart Grid Technology:** Real-time monitoring and control across transmission and distribution grids enhance system reliability and efficiency.
- **Shams Dubai Initiative:** Customers can install solar PV systems to generate renewable energy for personal use, with surplus fed into the grid under a net metering scheme.
- **Advanced Metering Infrastructure (AMI):** Smart meters have replaced traditional ones, offering accurate billing and insights to customers.
- **EV Charging Stations:** DEWA has installed over 408 EV Green Chargers, providing 700 charging stations across the Emirate.
- **Dubai EV Community Hub:** A dedicated website provides centralised information on EV developments, promoting EV adoption in the Emirate.
- **Customer Services:** DEWA offers multiple channels, including its website and mobile app, for reporting power outages, requesting service connections, and accessing other utilities.

DEWA's adherence to global standards is reflected in its ISO certifications for customer service (ISO 10001:2018, ISO 10002:2018, ISO 10003:2018 and ISO 10004:2018), underscoring its commitment to providing exceptional service and continuously improving customer satisfaction.

OPERATIONAL EXCELLENCE

DEWA has achieved a world record in major inspection outage duration for the overhaul of F-Class gas turbines in 2019 and sustained this remarkable accomplishment. DEWA has reduced the maintenance outages for major inspection operations from 58 days to 11 days, marking an impressive 81% decrease in maintenance down time compared to 2006. This contributed to DEWA achieving availability rates of 99.38% for its E-Class gas turbines and 99.63% for its F-Class gas turbines during the summer of 2024, placing them among the highest availability rates globally.

DEWA also sustained its global record in desalination unit maintenance, reducing outage durations from 21 days to 10 days and further from 10 days to 8 days in Plant-2 MSF units in 2024. These advancements resulted in increased availability of the F-Class gas turbines, saving an average of AED 3.55 million per turbine per major inspection. Beyond operational improvements, these achievements support DEWA's environmental goals, reducing carbon dioxide emissions by 49,329 tonnes annually and lowering operational and maintenance costs.

In 2024, DEWA achieved a world-leading milestone in customer service reliability by recording the lowest global electricity Customer Minutes Lost (CML) at just 0.94 minutes per customer, breaking its 2023 record of 1.06 minutes. This performance far surpasses the average of 15 minutes recorded by leading utility providers in the European Union.

This success is underpinned by DEWA's adoption of disruptive technologies from the Fourth Industrial Revolution, including artificial intelligence (AI), blockchain, energy storage and the Internet of Things (IoT). These technologies contribute to the development of DEWA's smart grid, enhancing the reliability, efficiency and sustainability of electricity and water services while strengthening the resilience and agility needed to meet Dubai's growing demand for electricity and water. DEWA remains committed to implementing innovative solutions and sustainable practices to provide world-class utility services, supporting Dubai's vision to become the best city in the world.

Increasing the operational efficiency of separating the desalination process from electricity production will save approximately AED 13 billion by 2030, while reducing 44 million tonnes of carbon emissions. DEWA also restricts its new water desalination projects to the more efficient reverse osmosis technology using clean energy. DEWA has also raised fuel consumption efficiency in production units to about 90%, competing with the best international levels.

THE SAIDI (CUSTOMER MINUTES LOST)

Year	Target	Actual
2020	1.66	1.66
2021	1.6	1.43
2022	1.40	1.19
2023	1.15	1.06
2024	**1**	**0.94**

SYSTEM AVERAGE INTERRUPTION FREQUENCY INDEX (SAIFI)

Year	Target	Actual
2020	0.064	0.064
2021	0.062	0.059
2022	0.057	0.039
2023	0.038	0.040
2024	**0.038**	**0.046**

AVAILABILITY FACTOR (AF), TARGET & ACTUAL 2019 – 2024

Year	Availability Factor (Summer) Target	Availability Factor (Summer) Actual	Availability Factor (Annual) Target	Availability Factor (Annual) Actual
2020	98.50%	99.73%	92.00%	92.28%
2021	98.50%	99.66%	92.00%	92.35%
2022	98.50%	98.39%	90.00%	90.09%
2023	98.50%	98.34%	91.00%	91.15%
2024	**98.50%**	**98.37%**	**91.00%**	**91.25%**

DEMAND SIDE MANAGEMENT

In 2013, the Dubai Supreme Council of Energy (DSCE) introduced, formulated and released the Demand Side Management (DSM) Strategy with the primary objective of positioning Dubai as a frontrunner in effectively controlling electricity and water demand. The strategy sets an ambitious target of achieving energy and water consumption savings by the year 2030. To expedite the realisation of its primary targets, the DSCE updated the DSM Strategy in 2020, and the second update of the DSM strategy was completed in 2024, extending the saving target to 2050.

The DSM Strategy 2050 aims to establish Dubai as a global benchmark for energy efficiency by doubling efficiency improvements to achieve savings of at least 30% by 2030 and 50% by 2050 across electricity, water and fuel consumption in line with UAE Net Zero Commitments.

Comprising 12 key programmes, ten of which are directly aligned with DEWA's core business and scope of work, the DSM Strategy encompasses various facets of demand-side management. Additionally, the strategy integrates seven implementation mechanisms designed to propel Dubai into the realm of a smart city and a trailblazer in electricity and water efficiency management. The DSM components include:

Establish Dubai as a **global benchmark for energy efficiency** by **doubling efficiency improvements** to **achieve at least 30% savings by 2030** and **50% savings by 2050** across **electricity, water and fuel consumption in line with UAE Net Zero commitments**

P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12
Net Zero Ready - New Buildings	Buildings Retrofits	Commercial & Government Efficiency	Industrial Efficiency	Outdoor lighting	Efficient Cooling	Standards & Labels	Consumer Behaviour	Distributed Energy	Recycled Water Use & Efficiency	Efficient Mobility & Smart Charging	Fuel & Engine Efficiency

2030 Program Targets

P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12
11.3 TWh	2.6 TWh	-	-	0.1 TWh	3.0 TWh	6.0 TWh	1.4 TWh	2.8 TWh	67.8 BIG	104 M Litre	121 M Litre
22.6 BIG	3.2 BIG	-	-			10.4 BIG	2.8 BIG				

2050 Program Targets

P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12
54.1 TWh	3.7 TWh	-	-	0.4 TWh	3.8 TWh	20.4 TWh	0.9 TWh	3.5 TWh	161.4 BIG	1,757 M Litre	-
162.2 BIG	7.8 BIG	-	-			48.2 BIG	3.6 BIG				

Implementing Mechanisms

IM1	IM2	IM3	IM4	IM5	IM6	IM7
Policies & Regulations	Data & M&V	Government Support & Leadership	Awareness & Recognition	Financing	R&D and Innovation	Freezone Alignment & Collaboration

The DSM programmes are implemented and managed by ten different entities member entities assigned by the DSCE. DEWA is the champion for three programmes, which are as follows:

1. Consumer Behaviour programme.
2. Distributed Energy programme.
3. Efficient Mobility & Smart Charging programme.

Under DEWA's DSM programmes, there are three initiatives that contribute to electricity and water savings, which are as follows:

1. Consumer Behaviour Programme (My Sustainable Living Programme – MSLP).
2. Electricity & Water Tariffs.
3. Shams Dubai Initiative.

	2022		2023		2024*	
Initiative	Electricity	Water	Electricity	Water	Electricity	Water
Consumer Behaviour programme	82 GWh	416 MIG	106 GWh	496 MIG	116 GWh	523 MIG
Shams Dubai	668 GWh	-	813 GWh	-	963 GWh*	-
Electricity & Tariffs	1,161 GWh	2,248 MIG	1,252 GWh	2,221 MIG	1,285 GWh	2,250 MIG

*Preliminary Data

DEWA continues to be recognised as a global leader in operational efficiency and reliability within the utilities sector. In 2024, the company increased its electricity generation capacity to 17,179 MW, while maintaining a desalinated water production capacity of 495 million imperial gallons (MIG) per day. Notably, electricity transmission and distribution losses remained at 2%, while the water network losses were reduced to 4.5% compared to 4.6% in 2023.

The rise in energy demand highlights the strong performance across all economic sectors in Dubai, driven by ongoing population growth and extensive development across various key activities in the Emirate.

MY SUSTAINABLE LIVING PROGRAMME

"My Sustainable Living" programme for residential customers in Dubai aims to enhance the efficiency of their electricity and water consumption and promote a sustainable lifestyle. It is the first of its kind in the Middle East and aligns with the Demand Side Management Strategy 2050, which aims to reduce demand for electricity & Water by 50% by 2050. In 2024, the programme won multiple awards, including the Best Sustainable Process/Product category at the Best Business Awards 2024 in the UK.

"My Sustainable Living" programme allows the customers to regularly check, compare and monitor their electricity and water consumption against efficient similar homes in their area.

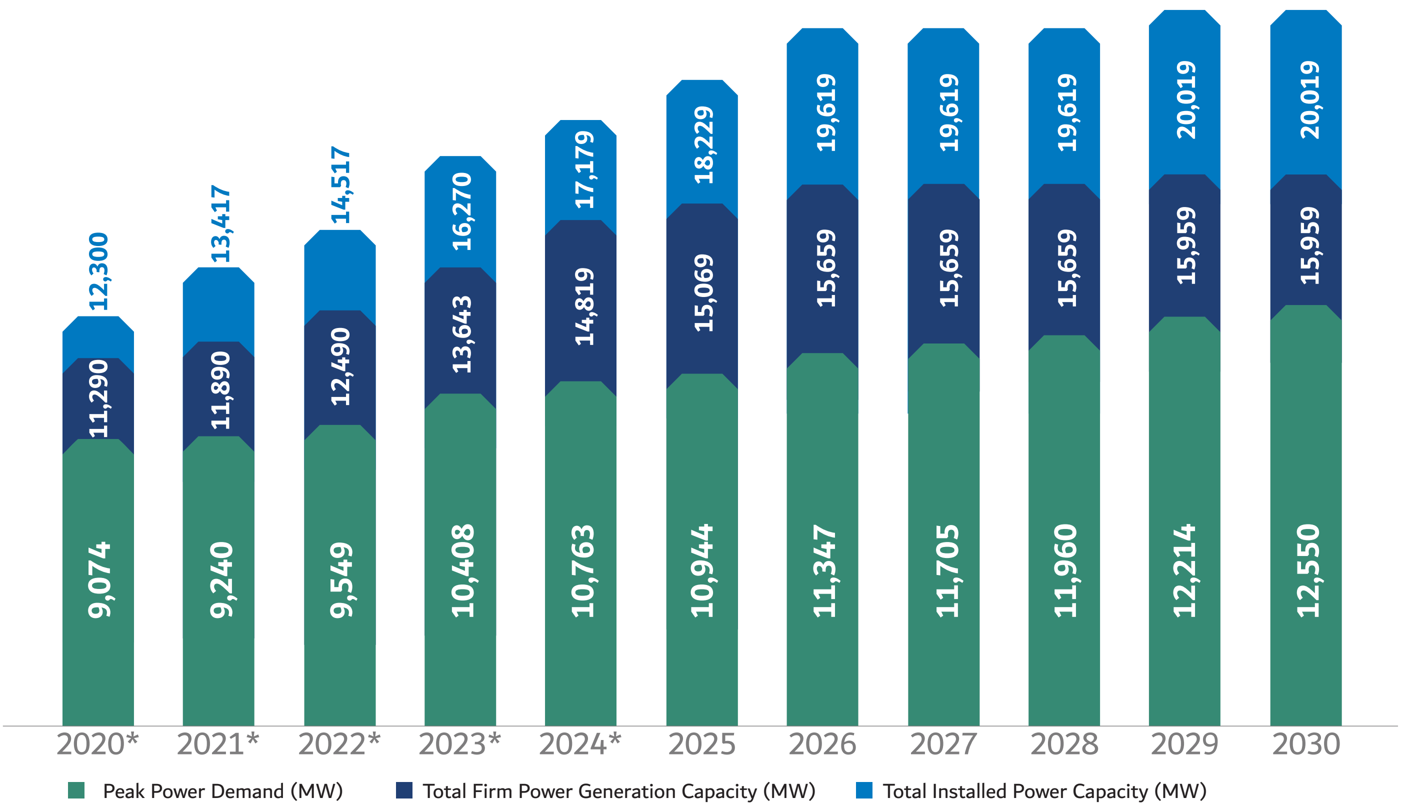
The programme incorporates AI and behavioural science and includes unique features to help customers improve the efficiency of their electricity and water consumption. These features include a dashboard that enables customers to compare their consumption with efficient similar homes in their area; a consumption profile survey, allowing customers to update their home profile for a more accurate comparison; a monthly report on their electricity and water consumption; and tips to help customers take positive steps towards more efficient electricity and water use.

MEETING FUTURE DEMAND

DEWA adopts a meticulous approach to forecasting electricity and water demand across short-, medium-, and long-term periods and accordingly develops capacity expansion plans extending up to 2030 and beyond. Utilising internationally recognised methodologies and advanced tools, DEWA incorporates demographic and economic growth projections to assess their impact on electricity and water demands.

To ensure preparedness for future requirements, DEWA uses scenario planning to evaluate and quantify the potential impact of uncertainties. Additionally, it conducts annual reviews and updates of its demand forecasts and capacity expansion plans, ensuring continuous alignment with key strategies while maintaining the reliability and sustainability of its services.

PEAK POWER DEMAND AND GENERATION CAPACITY (2020 - 2030)



*2020-2024 values are actual peak recorded, while 2025-2030 figures are based on the Generation & Desalination Capacity Plan (GDCP) - Update 2024.

RESEARCH & DEVELOPMENT (R&D) CENTRE

DEWA's R&D Centre at the Mohammed bin Rashid Al Maktoum Solar Park develops and tests innovative solutions to enhance the efficiency and reliability of DEWA's operations and reduce its carbon footprint in line with DEWA's decarbonisation targets. The Centre's research areas include solar power, water, smart grid integration and energy efficiency. These core areas of the R&D are supported by three Enablers: Fourth Industrial Revolution technologies, including AI, IoT, Robotics & Drones, 3D Printing & Advanced Materials, Energy System Analyses, and Space.

RESEARCH INFRASTRUCTURE

The R&D Centre infrastructure includes:

- Solar indoor testing and accelerated ageing lab
- Outdoor testing facility for continuous monitoring of solar photovoltaic module performance in actual conditions, a building-integrated photovoltaics testing facility and a cleaning test field for robotic solutions
- Labs to support Robotics and Drones, Advanced Materials and Characterisation and IoT
- Several types of 3D printers (metal, plastic PLA, ABS, nylon, composites, clay, etc)
- High-Performance Computing Cluster
- Energy Storage Testing and Validation Field

- Green Hydrogen Pilot and a Hydrogen Refuelling Station
- Photovoltaic-driven Reverse Osmosis (RO) and Trans-Membrane Distillation system
- Satellite ground station for DEWA's space initiative (Space-D)

RESEARCH AREAS & ACTIVITIES

SOLAR RESEARCH AREA

The Solar Research Area studies ways to improve solar photovoltaic technologies to mitigate the effects of soiling and extreme desert conditions on the performance of solar photovoltaic panels. It leverages data from long-term PV module testing to develop desert-ready PV modules and appropriate standards. The Solar Resource Assessment and Forecasting programme develops methods to accurately forecast solar irradiance and power output in order to improve the overall solar integration in DEWA's grid.

WATER RESEARCH AREA

The Water Research Area assesses and develops sustainable solutions for desalination, purification and leakage detection in water transmission. Research areas include solar-power desalination, detecting and reducing water transmission losses, and minimising brine effluent in water systems.

SMART GRID INTEGRATION RESEARCH AREA

The Smart Grid Integration Research Area evaluates and develops systems to facilitate and optimise the integration of renewables into the grid, maintaining power quality standards, and further improving overall performance and reliability of grid operations. This includes the use of electricity storage systems (chemical, thermal, and mechanical technologies) and the aggregation of distributed energy and storage resources, such as Virtual Power Plants and EV chargers.

ENERGY EFFICIENCY RESEARCH AREA

The Energy Efficiency Research Area fosters smart and sustainable development, reduces energy waste by improving the efficiency of energy systems (with a focus on cooling), and accelerates the clean energy transition. Its research work identifies, develops and validates innovative solutions that enable smart and efficient energy use in the built environment, guides demand response measures, provides detailed building energy forecasting models and improves the efficiency of energy conversion processes.

SPACE RESEARCH AREA

The Space Research Area aims to support DEWA with high-efficiency, low-cost remote sensing and operations using satellites and ground station capabilities. Its developed solutions are designed specifically to address utility needs, including substation feeder monitoring, asset integrity and enhancing weather forecasting services. DEWA is the world's first utility to launch nanosatellites to enhance the maintenance and planning of electricity and water networks. DEWA launched its first IoT nanosatellite, DEWASAT-1, in 2022 and the remote sensing DEWASAT-2 in 2023.

FOURTH INDUSTRIAL REVOLUTION (4IR)

4IR enables the effective development of solutions that support the core research areas mentioned earlier. Its robotics and drone solutions are used to provide inspection and maintenance services using unmanned/autonomous operations across the whole utility value chain (e.g. photovoltaic plants, transmission line inspection and maintenance). The AI team develops, tests and integrates AI technologies for the optimisation of grid operations, short-term solar forecasting, etc. IoT enables remote monitoring diagnostics, and power and asset management using smart sensors and analytics with AI and cloud capabilities. The advanced materials team provides expertise in the form of forensic analysis of materials to detect failures and develops advanced energy storage systems (batteries and supercapacitors). Finally, the 3D printing team is developing 3D printing capabilities for addressing DEWA's spare parts and rapid prototyping needs. The facility currently operates 16 3D printing systems that can utilise more than 20 materials, which can cover a wide range of applications and use cases within DEWA.

ENERGY SYSTEMS ANALYSIS RESEARCH AREA

Energy System Analysis Research develops and applies advanced capabilities for the joint technical and economic assessment of energy-related technologies, systems and policies. The area develops energy models, lifecycle assessment models and business strategy assessments to support DEWA's future readiness. This area models and assesses new energy system configurations and technologies at the macro level, with a focus on cost-optimal integration of renewable energy systems and strategies for the deployment of new energy technologies.

SUSTAINABILITY-ORIENTED DEWA R&D PROJECT HIGHLIGHTS IN 2024

In 2024, the following sustainability-oriented projects have matured and are being considered for further advancement towards deployment. In addition, the R&D Centre has achieved 292 Scopus indexed publications, 43 patent applications and 10 granted patents since 2017.

- Completed the Failure Mode and Effect Analysis (FMEA) matrix and long-term accelerated ageing testing of several current technologies in climatic and UV chambers as steps towards developing custom Desert Standards to improve reliability of PV installations in the region.
- Developed and validated a diagnostic tool for PV systems along with an improved thermal model, SUNS-VPMS, that uses PV and inverter data to assess the condition of PV modules in the field without the need to dismount and ship the module to a test centre. Implemented a hybrid satellite and numerical simulation model WRF-Chem for intraday and day-ahead solar irradiance and PV ensemble forecast at the Mohammed bin Rashid Al Maktoum Solar Park.
- Completed the development of an innovative Vanadium Flow Redox Battery stack at the 1kW demonstration level to showcase a number of design innovations that improve round-trip efficiency and reduce material requirements.
- Continued the real-world performance analysis of utility-scale battery energy storage systems (BESS) to support the grid and reduce disruptions. Conducted a comprehensive study of the optimal role and integration of BESS in the transition towards the high adoption of Renewable Energy (RE) systems. Developed a versatile communication gateway, Omnihub, to enable communication with any DEWA asset to improve its reliability and preventive maintenance. It has already been installed in several substations with demonstrated success.
- Developed a water quality composite index as an alternative to the Silt-Density-Index (SDI) that allows greater insight into membrane fouling prevention and real-time monitoring of desalination feedwater conditions.
- Leveraged advanced machine learning and deep learning techniques in Non-Intrusive Load Monitoring (NILM) to accurately identify appliance-level energy usage. By incorporating weather data, holiday information, and historical consumption patterns, this has enhanced prediction reliability, empowering consumers to better manage their energy consumption. In-house developed IoT devices, D-Wise and D-Sense, enabled real-time monitoring of energy usage. Completed one year of operation and comparison of different robotic cleaning systems on module abrasion and overall performance under realistic conditions at the dedicated Cleaning Test Field.
- Applied generative AI to develop advanced, tailored energy-saving recommendations, enhancing the effectiveness of DEWA's "My Sustainable Living Programme" (MSLP) and fostering greater consumer engagement while contributing to the program's sustainability objectives
- The ISO/IEC 17025:2017 certification for DEWA's R&D Solar Laboratory is being finalised.

SYSTEM EFFICIENCY

POWER TRANSMISSION & DISTRIBUTION

In alignment with its goal of enhancing electricity generation to meet the rising demand for power in Dubai, DEWA is expanding investments in Transmission & Distribution (T&D) substations. This strategic initiative ensures consistent and reliable electricity delivery to customers while maintaining the highest levels of reliability.

POWER TRANSMISSION

To support Dubai's growth, prosperity and increasing population, DEWA has prioritised developing a robust and advanced infrastructure to address the rising demand for electricity and water. In 2024, DEWA successfully commissioned 13 new 132 kV transmission substations; however, one old 132 kV transmission substation was decommissioned. Hence, the net increase is 12 number 132 kV transmission substations in 2024. This achievement is part of a broader infrastructure enhancement programme with a total investment of AED 14.5 billion for the period 2022–2027.

Of this amount, AED 7.4 billion was allocated to projects completed in 2022–2024, while

AED 7.1 billion is committed to ongoing projects under execution. In 2024, Dubai's electricity demand surged to 59,594 GWh due to a significant population increase.

In response, DEWA extended the transmission network with a net increase of 101 kilometres of 132 kV transmission lines; however, there was no change in 400 kV transmission lines in 2024. This expansion underscores DEWA's commitment to building a resilient and advanced infrastructure capable of meeting the Emirate's growing electricity and water requirements.

Transmission Substations (EU12)

Type	2020	2021	2022	2023	2024
132 kV (Nos.)	307	319	334	348	360
400 kV (Nos.)	23	25	27	27	27

Length of Transmission Lines (EU4)

Type		2020	2021	2022	2023	2024
Overhead Lines (KM)*	132 kV	402	369	367	331	317
	400 kV	1,168	1,386	1,388	1,388	1,388
Underground Lines (KM)*	132 kV	2,249	2,335	2,552	2,668	2,783
	400 kV	24	25	25	26	26

*kilometres

Power Distribution

As of the end of 2024, DEWA's distribution network has 69 33 kV substations and 45,317 11-6.6 kV substations in service across the Emirate of Dubai. Additionally, the network includes underground cables totalling 1,843.91 km and overhead lines totalling 83.75 km under the 33 kV voltage level. In addition, there are 36,892.97 km of underground cables and 597.51 km of overhead lines under the 11-6.6 kV voltage level as well.

The table below provides details about the distribution substations and lines:

Type	2020	2021	2022	2023	2024
33 kV	85	81	73	75	69
11-6.6 kV	40,588	41,814	42,771	44,015	45,317

Type		2020	2021	2022	2023	2024
Overhead Lines (KM)*	33kV	104.33	100.1	99.75	99.75	83.75
	11-6.6 kV	608.26	606.4	613.28	607.29	597.51
Underground Lines (KM)*	33kV	2,119.49	2,108	2,000.44	1,965.71	1,843.91
	11-6.6 kV	34,475	35,001	35,541	36,174.45	36,892.97

*kilometres

DEWA SMART GRID

DEWA remains committed to optimising operational efficiency across its Transmission and Distribution network. In 2014, DEWA developed its first Smart Grid Strategy, and in 2021, it launched an updated Smart Grid Strategy up to 2035. The six smart grid themes cover 19 globally leading smart grid capabilities that support DEWA's strategic objectives.

The smart grid that DEWA is implementing with total investments of AED 7 billion, is one of the tools to ensure seamlessness and round-the-clock integrated and connected services. As of December 2024, DEWA deployed 1,202,411 smart electricity meters and 1,103,901 smart water meters across Dubai. With 100% of DEWA's customers using smart meters, this enables smart grids for DEWA's electricity and water networks.

DEWA ensures the confidentiality, integrity and availability of information, assets and facilities in smart grid infrastructure by implementing world-class security standards and best practices. This also improves the reliability and security of transmission and distribution substations, with enhanced substation control and monitoring capabilities that comply with cybersecurity requirements.

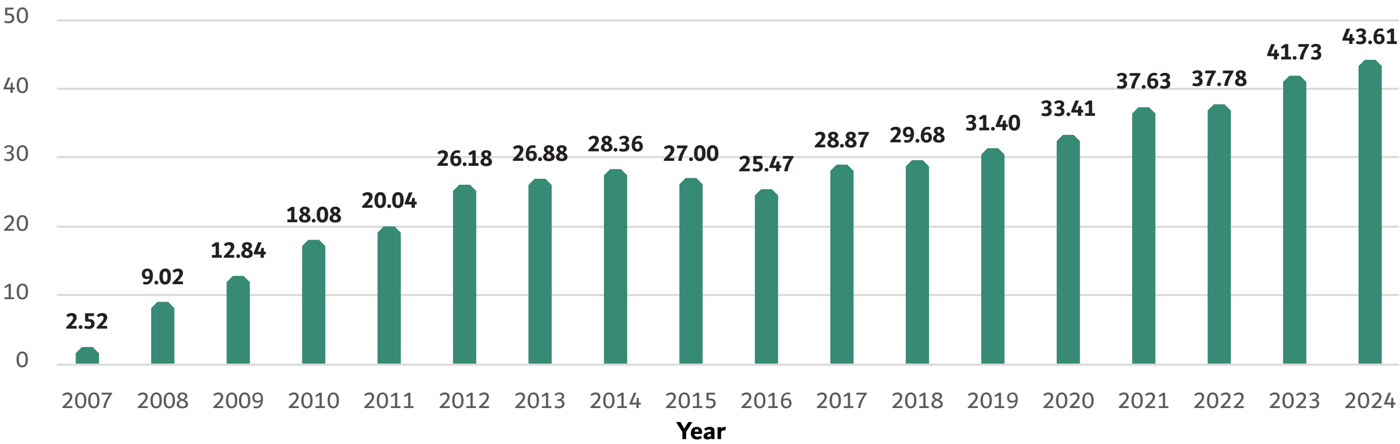
For further insights into DEWA's Smart Grid, kindly scan the QR code.

SUPPLY SIDE

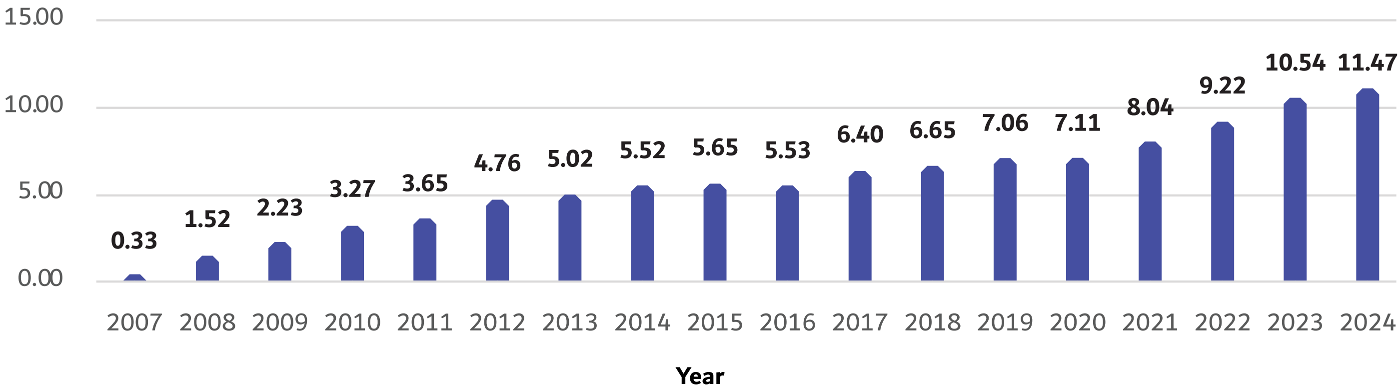
DEWA leverages co-generation technology to optimise the production of electricity and water. By utilising Heat Recovery Steam Generators, waste heat from gas turbines is converted into additional electricity and supplies energy for the Multi-Stage Flash (MSF) water desalination process.

DEWA employs a hybrid system in its desalination plants, integrating technologies such as MSF and Reverse Osmosis (RO) to achieve maximum efficiency and cost-effectiveness over the plants' life cycles. Furthermore, DEWA actively upgrades its gas turbines in collaboration with original equipment manufacturers, implementing innovative technologies and cost-efficient enhancements to improve capacity, efficiency, and reliability throughout the turbines' operational lifespan.

Efficiency Improvement compared to 2006 (%)



Carbon Reduction (Million Tonnes of CO_2) due to efficiency improvement compared to 2006

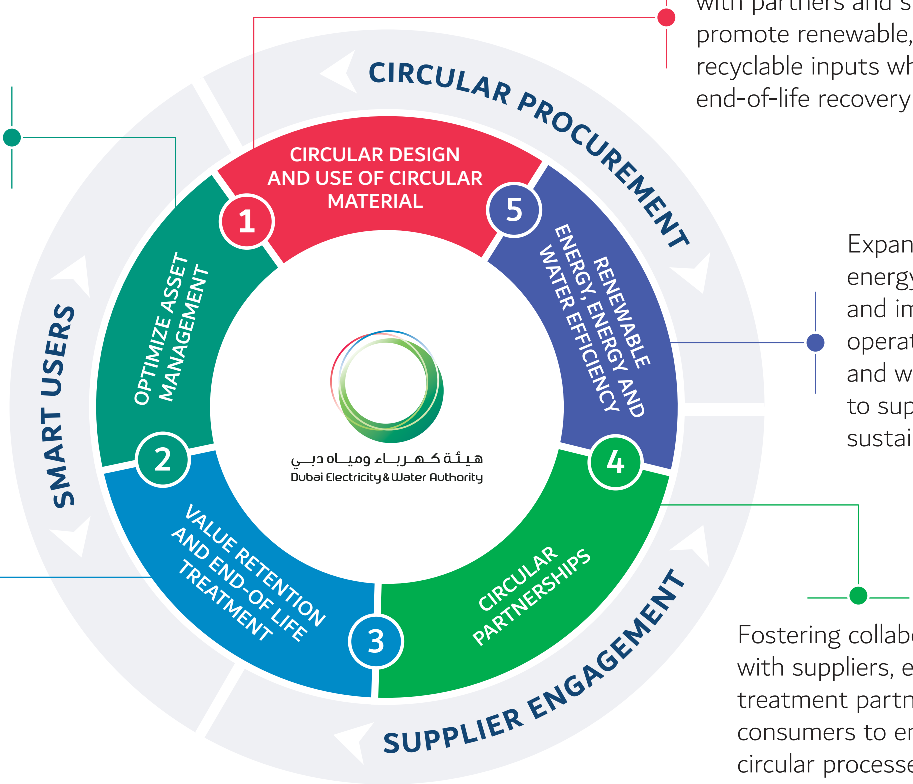


TOWARDS A CIRCULAR ECONOMY

DEWA has a strong commitment to sustainability, deeply embedded in its purpose, vision and mission. At DEWA, we believe that circularity plays a pivotal role in advancing our corporate sustainability goals, enabling a more integrated and impactful approach to resource management and environmental stewardship.

Building on the momentum of our sustainable business and operations, DEWA continues to advance its vision through DEWA's Circular Economy Strategy and Framework, one of the first of its kind in the region, established in 2023. This strategy aims to accelerate DEWA's transition to a circular economy while contributing to Dubai's vision for sustainable development. By embedding circular practices across our operations, DEWA seeks to ensure optimal resource utilisation, minimise waste and maximise value retention across its value chain. DEWA's circular economy model is designed to contribute towards many of the strategies and objectives set in global, federal and local frameworks. These include the United Nations Sustainable Development Goals 2030, the UAE Net Zero 2050 Strategy, the UAE Circular Economy Policy 2021-2031 and the Dubai Clean Energy Strategy 2050.

DEWA's ambition is clear: to lead the region's circular economy practices by focusing on optimal resource use and creating social, economic and environmental value. Our circular economy is structured around five core pillars that guide the adoption of circular practices across DEWA's operations:



DEWA's success in transitioning to a circular economy relies on active engagement with stakeholders across the value chain. Our key focus areas include:

Smart Users	Supporting customers in optimising energy consumption and reducing resource use through real-time data and smart solutions
Supplier Engagement	Advocating for circular materials and asset reuse while fostering collaboration to accelerate the transition
Circular Procurement	Applying circular procurement criteria for assets and equipment to uphold sustainability throughout the supply chain

By embedding circularity into its strategy and operations, DEWA reaffirms its leadership in advancing its sustainability goals by ensuring optimal resource use, minimising environmental impacts and creating long-term value. These efforts reflect DEWA's commitment to building a resilient sustainable future for generations to come.

DEWA'S SMART RECYCLING BIN

DEWA remains steadfast in its commitment to adopting sustainable practices and fostering a culture of sustainability among its employees. Aligning with the UAE Circular Economy Policy and DEWA's Circular Economy Strategy, the organisation has installed two smart recycling machines at its premises.

The initiative primarily aims to encourage the recycling of plastic bottles and aluminum cans, raise awareness about environmental challenges, and emphasise the importance of adopting sustainable behaviours. In partnership with a local company, DEWA ensures that the value of the collected plastic bottles and aluminum cans is retained and transformed into products through sustainable manufacturing solutions. As a result, a total of 864,076 plastic bottles and aluminum cans have been collected, diverting 12,230 kg of plastic from landfills.

The Smart Recycling Bin machines are integrated with DEWA's Smart Office app, enabling employees to track their recycling contributions. To further incentivise participation, employees are entered into monthly and mega raffle draws based on their engagement. Since its launch in October 2022, the initiative has seen active involvement from 742 employees, with 96 participants rewarded.

INNOVATION

FOSTERING INNOVATION THROUGH PEOPLE, PROCESSES AND SYSTEMS

Innovation is central to DEWA's pursuit of excellence and sustainability, guided by the vision of HH Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai. Through its Imagine, Design, execute framework, DEWA drives innovation across Core, Adjacent, and Beyond business areas, improving reliability, efficiency, stakeholder satisfaction and revenue. This supports DEWA's strategic goals, including a 10x transformation, a net-zero future and contributions to AI, robotics, space exploration and IoT. DEWA's innovation efforts align with Dubai's vision to be the world's most innovative city, reinforcing its leadership in technology, sustainability and global utility standards. This report explores DEWA's integrated approach to innovation through its people, processes and systems.

PEOPLE: EMPOWERING DEWA'S WORKFORCE FOR INNOVATION

DEWA promotes knowledge sharing through policies, frameworks and training, guided by ISO 56002:2019 and ISO 30401:2018. Structured training and collaborative platforms support this approach including Innovation week, Innovation Sprints, Innovation and Future Shaping workshops, awareness sessions, Reading & Knowledge Days, Share an Hour, Communities of Practice (CoP) and Expert Knowledge Sessions.

Employees have access to a diverse range of resources including Six Knowledge Centres, six Knowledge Chairs, three Digital Reading Trees, Future Signals Catalogue, Trends Platform, Future Wave Report, D Labs and Focus Area Report. Both online and in-person programmes, such as KM Training and LinkedIn Learning, are also available.

ENGAGING EMPLOYEES IN IDEATION

DEWA's AFKARI Ideation Platform empowers employees to submit ideas that enhance operations and deliver cost savings. Since its launch in 2015, a total of 67,371 ideas have been received. In 2024 alone, employees submitted 6,288 ideas, resulting in annual cost savings of AED 10.457 million. A total of 422 ideas were implemented in 2024, with 684 ideas currently in progress for future development.

AFKARI	2020	2021	2022	2023	2024
Ideas Submitted	7,053	7,845	7,631	6,235	6,288
Participants who used the AFKARI platform	7,645	7,740	6,516	6,516	3,149
Proposed Ideas (Accumulative Cost Savings)	AED 225.72 million	AED 247.078 million	AED 258.603 million	AED 272.962 million	AED 283.419 million
Number of Ideas with Cost Saving	596	819	888	959	1,018
Cost Savings (Per Year)	AED 171.24 million	AED 21.358 million	AED 11.525 million	AED 14.359 million	AED 10.457 million
Number of Implemented Ideas	616	893	519	537	422
Number of Ideas in Progress	2,622	1,820	759	441	684

PROTECTING INTELLECTUAL PROPERTY

With over 125 innovations protected nationally and internationally, including 73 patents, 11 utility models, industrial designs and 43 trademarks, DEWA demonstrates its commitment to protecting its employees' ideas. DEWA maintains a grant rate of 90% for its intellectual property (IP) applications, showcasing the effectiveness of its IP strategies.

PROCESSES: STRUCTURED PATHWAYS FOR DRIVING INNOVATION

DEWA achieved ISO 56002:2019 certification, becoming the first organisation globally to receive this recognition. This framework enables DEWA to institutionalise innovation. It integrates innovation into DEWA's corporate strategy, ensuring that initiatives align with the National Innovation Strategy and the Dubai Innovation Strategy.

Knowledge Management Processes: To promote knowledge sharing and collaboration, DEWA employs structured processes such as KM Awareness and Practices, where employees are trained to use KM tools like the Ma'rifa Collaboration Platform and DEWA SMART Library. Collaboration and Sharing are facilitated through Communities of Practice and knowledge-sharing sessions that connect employees across divisions.

Ideation Processes: The AFKARI platform follows a structured approach to collect submitted ideas through the platform, review and evaluate feasibility and cost-saving potential, and finally select viable employee ideas and implement them. This process has led to cumulative cost savings of AED 283.419 million by the end of 2024, highlighting its effectiveness.

Future Shaping Processes: DEWA uses key tools and processes to anticipate and respond to emerging trends, including the Future Signals Catalogue (recognised with the Golden Bridge Awards in 2021 and the I&TF Division Excellence Award in the category of "Innovative Management Initiative" in 2022). Employees log signals that indicate potential future changes, which are then transformed into actionable initiatives. The Future Trends Platform allows employees to explore global trends in areas such as digitalisation, cybersecurity and sustainability. Trends are aligned with DEWA's strategy to ensure the organisation remains future-ready.

Concept Designing and Executing Processes: Innovation Sprints bring experts and employees together to develop solutions and inventions aligned with DEWA's focus areas. Over 13 sprints have been held in collaboration with various divisions. Building Prototype involves testing and refining concepts through an iterative approach, leveraging different resources like robotics, drones and Disruptive Labs. Conducting Proof of Concepts (POCs) allows DEWA to build prototypes and test innovative concepts to validate ideas before full implementation, driving efficiency and aligning with strategic goals.

SYSTEMS: TECHNOLOGICAL FOUNDATIONS FOR INNOVATION

DEWA leverages advanced systems to support its innovation initiatives, ensuring efficiency, scalability and alignment with strategic goals. The Innovation Management Systems provide employees with access to a wide range of tools and resources such as the DEWA SMART Library and Knowledge Corner, which allow employees to access digital knowledge resources. The iAsk Reference & Research Service enables employees to find answers and insights quickly. The AFKARI Platform serves as a digital system for submitting and tracking ideas. The Future Signals Catalogue integrates seamlessly with DEWA's digital transformation efforts, offering scalability and flexibility. The Future Trends Platform connects employees with the latest global trends.

ISO-CERTIFIED SYSTEMS

DEWA's ISO 56002:2019 certification in Innovation Management and ISO 30401:2018 certification in Knowledge Management highlights its commitment to adopting globally recognised standards and systems.

IMPACT OF INNOVATION ON DEWA'S STRATEGY (DRIVING SUSTAINABILITY)

DEWA's innovative initiatives contribute to Dubai's sustainability goals. By enabling the employees with different platforms such as AFKARI, the Future Signals Catalogue and the Future Trends Platform, DEWA remains proactive in addressing environmental and technological challenges.

DIGITALISATION

In 2024, DEWA made significant strides in its digital transformation journey, focusing on enhancing operational efficiency, security and user experience. A key highlight was the migration to SAP S4/ Hana, which marked a major milestone in DEWA's strategy to modernise its ERP system. This migration facilitated improved business processes, real-time reporting and enhanced system performance, thereby boosting overall productivity and cost optimisation.

Additionally, DEWA implemented several impactful projects. The Big Data & Analytics, Smart Grid Asset Health Center project improved the monitoring and management of grid assets, enhancing reliability and reducing downtime. The Smart Grid Automation initiative further optimised grid operations through advanced automation technologies. The implementation of Microsoft 365 enhanced collaboration and productivity across the organization, providing employees with modern tools and capabilities. As well as the migration to SAP HEC, which successfully transitioned DEWA's systems to the SAP HANA Enterprise Cloud, ensuring scalability, security and continuous innovation.

These initiatives, among others, have further solidified DEWA's commitment to digital transformation and sustainability, positioning it as a leader in the industry.

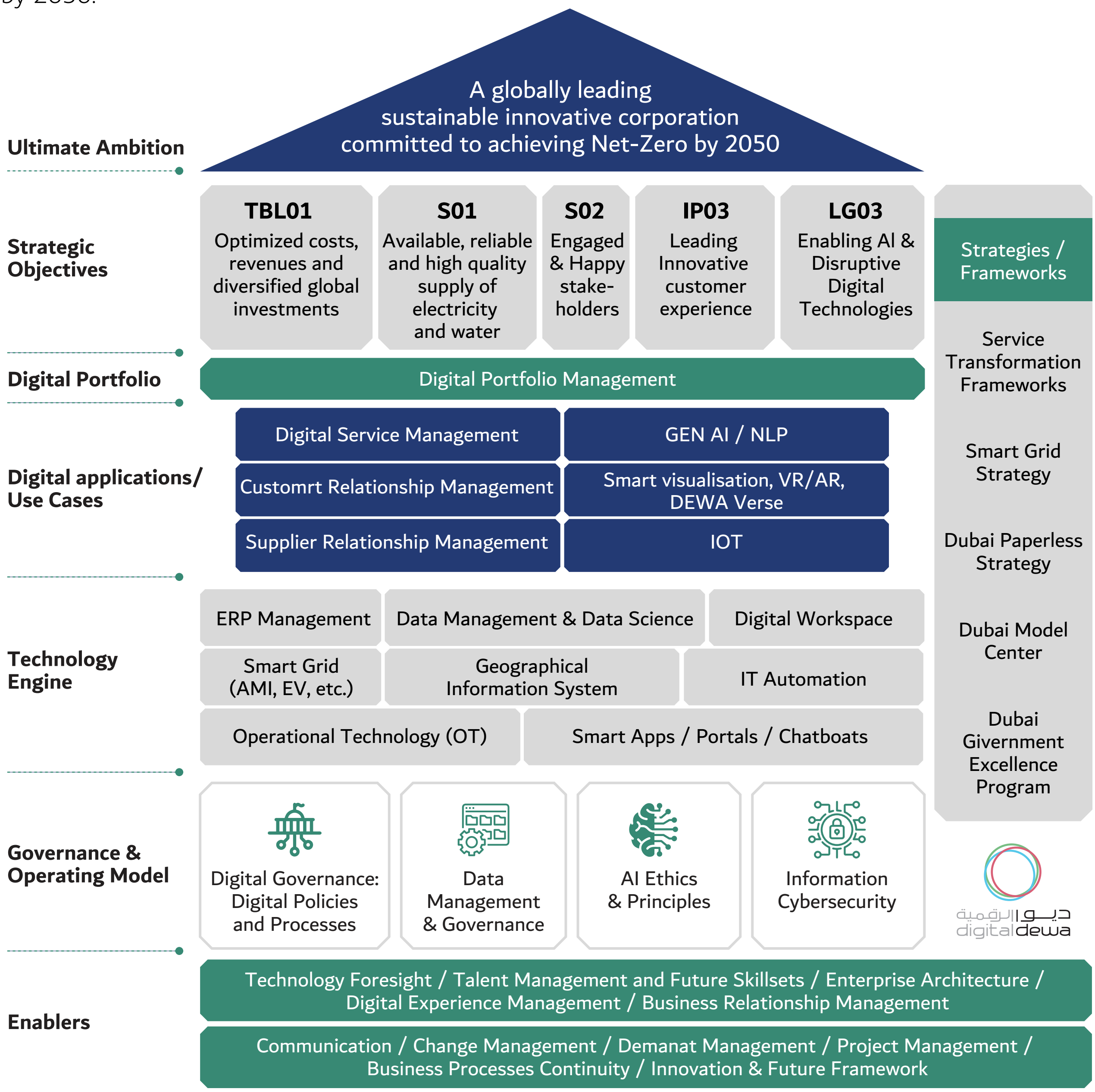
GENERATIVE AI

DEWA has provided its employees with the smart assistants Microsoft 365 Copilot, making it the first government entity in the UAE to adopt this advanced technology from Microsoft. DEWA is among the first utilities in the world to adopt Microsoft's Copilot. Copilot's features are powered by generative Artificial Intelligence technology. It enriches the employee experience, facilitates the performance of their tasks, automates workflow and strengthens cooperation between work teams, in addition to saving effort and time. Copilot's features can be modified to suit each individual employee and to meet their growing needs while ensuring smoother operations. This also helps to keep pace with new and accelerating requirements, anticipate challenges and turn them into promising opportunities. These features align with the highest standards of privacy and security followed by DEWA as it implements AI service protection technologies.

DEWA has successfully obtained the ISO/IEC TR 24028:2020 certification for trustworthiness in artificial intelligence (AI), becoming the first government entity in the UAE to achieve this distinction. The certification highlights the confidence in DEWA's AI systems, which are integrated across its various operations. This milestone underscores DEWA's commitment to adopting the highest standards of transparency and credibility in its digital services and solutions. ISO/IEC TR 24028:2020 covers various aspects of AI adoption in enterprise information systems, including transparency, integrity and ethical considerations, to ensure reliable and accountable AI deployment.

DEWA DIGITAL TRANSFORMATION STRATEGY

DEWA's Digital House of Strategy demonstrates its commitment to digitalisation and digital transformation. The strategy integrates leading digital technologies, robust governance and organisational enablers to enhance customer experience, optimize costs and ensure high-quality service delivery. Key components include smart grids, AI, IoT, digital service management and cybersecurity. DEWA's ultimate ambition is to be a globally leading sustainable innovative corporation, aligned with Dubai's strategic frameworks and committed to achieving net-zero by 2050.



RAMMAS

DEWA is the first government organisation to launch Rammas virtual assistant to serve customers and answer their enquiries in both Arabic and English around the clock.

Rammas is designed to simulate a live agent to assist different types of DEWA customers while continuing to learn and understand their needs based on their enquiries, offering transactional and informational services, and providing two ways of interaction, either by menu selection or direct questions.

Rammas is available to respond to customers instantly on DEWA's smart app (iOS and Android platforms), DEWA's website and Amazon's Alexa. Rammas is also available on DEWA's social media channels like Facebook, Instagram and WhatsApp.

Year	Total Payment Transaction	Total cost Saving (AED)	Total Trees Saved	CO_2 emissions reduction (Tonnes)
2020	5,882	48,301	17,455	3,491
2021	6,875	18,153,428	7,054	1,402
2022	7,284	15,281,151	11,897	2,365
2023	7,761	14,023,956	10,921	2,171
2024	8,026	12,037,531	9,027	1,790

DEWA'S Smart Document System

The Smart Document Platform is a comprehensive system designed to manage various types of documents and correspondence, including memos, circulars, quality procedures and certificates. The platform aligns with Dubai's strategy towards a paperless government workflow. DEWA'S Smart Document System significantly contributes by reducing environmental impact and promoting efficient resource usage. By digitalising the records and managing them electronically, it helps move a step forward towards reducing carbon footprints.

Smart Document Savings in 2024

Number of Procedures (Completed)	**4,809,869** documents archived (completed the workflow process).
Number of Services (Provided)	**75** process automations (excluding the sub-processes or systems integrations).
Savings (AED)	**AED 123,176,275** (estimated).
Dubai Paperless Strategy	**100%** achieved

Digital Integrations

DEWA completed the digital integration of more than 95 projects with more than 65 government and private organisations. These organisations include Digital Dubai Authority, Dubai Municipality, Dubai Roads and Transport Authority, Dubai Land Department, Dubai Economy and Tourism, more than 20 banks, Etisalat, EPPCO/ENOC, Noqodi and Western Union.

This is part of its continuous efforts to enrich the customer experience in Dubai and enhance happiness of its stakeholders.

Through the digital integrations and the digital channels, more than 14 million online transactions have been completed in 2024, which contributed to reducing more than 48,000 tonnes of CO_2. This is equivalent to planting over 54,000 trees across an area equivalent to 103 football pitches until December 2024. DEWA provides its services through its website and smart app, allowing customers to complete their transactions anytime, anywhere. This is in addition to protecting the environment and preserving natural resources.

DEWA'S SUSTAINABILITY & INNOVATION CENTRE

DEWA's Sustainability and Innovation Centre positions Dubai as a global hub for clean energy and sustainable technologies. The Centre plays a pivotal role in advancing the Dubai Clean Energy Strategy 2050 and the Dubai Net Zero Carbon Emissions Strategy 2050, which aim to achieve 100% clean energy production capacity by 2050. By empowering professionals, enhancing their skills and developing future talent, the centre contributes to shaping the future of renewable energy.

KEY PROGRAMS AND EXHIBITION

Professional Certification Programme:
This programme offers comprehensive training aligned with emerging trends and addresses the accelerating challenges in clean energy. It bridges the gap between theoretical knowledge and practical application, preparing the next generation of professionals to drive positive change. To date, the centre has launched nine training courses, graduating over 220 participants with accredited certificates.

CleanTech Youth Programme:
This program is dedicated to nurturing a new generation of clean energy and sustainability leaders. Over four cycles, it has graduated 105 young professionals, combining both theoretical and practical training in renewable energy.

CleanTech Connect Programme:
This initiative brings together innovators, achievers and experts in clean energy to share knowledge, raise awareness and showcase advancements in the field. The programme has hosted 37 symposiums with more than 2,000 participants, fostering collaboration and innovation in clean energy.

Exhibition:
The centre offers a unique experience to raise awareness within the community about sustainability and clean energy. Through interactive exhibits, including DEWA Museum and a dedicated visual space for solar technology, visitors gain insights into renewable energy. The exhibition highlights innovative drone and hologram shows, along with Metaverse tours of the Mohammed bin Rashid Al Maktoum Solar Park. It aims to educate and engage the public on the importance of clean energy in shaping a sustainable future. The Centre is open from Saturday to Wednesday (9:00 am–4:00 pm) and Thursday (9:00 am–12:00 pm), with discounts for children and students, and free access for People of Determination. Tickets are available through the centre's website and smart app.

For more information about DEWA's Sustainability & Innovation Centre, scan the QR code below.

ENVIRONMENTAL PERSPECTIVE

ENERGY

INSTALLED CAPACITY

To address population growth and increasing energy demand in Dubai, DEWA has upheld its commitment to deliver electricity and water services at globally recognised standards. Central to DEWA's strategy is the transformation of Dubai into a global hub for clean energy, with an ambitious target of ensuring that clean energy accounts for 100% of the Emirate's total power capacity by 2050.

Since its establishment in 1992, DEWA has made significant advancements, achieving a total system installed capacity of 17,179MW. This includes 3,060MW from renewable energy sources, predominantly solar power, underscoring its dedication to sustainable energy development.

DEWA's System Installed Capacity

Generation Plant	Capacity (MW)
Jebel Ali & Al Aweer	**11,519**
Mohammed bin Rashid Al Maktoum Solar Park	**3,060**
Hassyan Power Station	**2,400**
Waste to Energy (Warsan Waste Management Company)	**200**
Total	**17,179**

MOHAMMED BIN RASHID AL MAKTOUM SOLAR PARK

The Mohammed bin Rashid Al Maktoum Solar Park, which DEWA is implementing, is the largest single-site solar park in the world, using the independent power producer (IPP) model. It will have a production capacity of more than 5,000MW by 2030, with a total investment of AED 50 billion. Upon completion, the solar park will reduce more than 8 million tonnes of carbon emissions annually. The total capacity of solar energy projects commissioned at the solar park has reached 3,060 MW from photovoltaic (PV) solar panels and concentrated solar power (CSP), with an additional 1,800MW from PV technology under construction. The solar park supports the Dubai Clean Energy Strategy 2050 and the Dubai Net Zero Carbon Emissions Strategy 2050 to provide 100% of its energy production capacity from clean energy sources by 2050.

First Phase

On 22 October 2013, HH Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, inaugurated the 13MW first phase of the solar park. The project uses 152,880 photovoltaic cells connected to 13 step-up transformers in inverter buildings. The output voltage is transformed to 33 kilovolts and generates over 28 million kilowatt-hours of electricity annually. The first phase reduces carbon emissions by 15,000 tonnes annually.

Second Phase

On 20 March 2017, HH Sheikh Mohammed bin Rashid Al Maktoum inaugurated the 200MW second phase of the solar park. It is the first and largest project of its kind in the region, based on the IPP model. The second phase generates clean energy for 50,000 residences in Dubai and reduces 214,000 tonnes of carbon emissions each year. This phase installed 2.3 million PV panels over 4.5 square kilometres. DEWA set a world record, obtaining the lowest price globally for the second phase of the solar park, at USD 5.6 cents per kilowatt hour at the time of the bid.

Third Phase

On November 2020, HH Sheikh Mohammed bin Rashid Al Maktoum inaugurated the 800MW third phase of the solar park. This phase is the first of its kind in the Middle East and North Africa, with an advanced solar tracking system that increases generation by 20% to 30%, compared to fixed installations. The project has three million modules with advanced PV technologies. The third phase generates clean energy for more than 240,000 residences in Dubai and reduces around 1.055 million tonnes of carbon emissions a year.

Fourth Phase

On December 2023, HH Sheikh Mohammed bin Rashid Al Maktoum inaugurated the 950MW fourth phase of the solar park. Based on the IPP model and built at an investment of AED 15.78 billion, the fourth phase features the world's tallest solar tower, at 263.12 metres, and the largest thermal energy storage capacity of 5,907 megawatt hours (MWh), according to the Guinness World Records. The fourth phase uses three hybrid technologies to produce clean energy: 600MW from a parabolic basin complex (three units of 200MW each), 100MW from the world's tallest CSP tower (based on molten salt technology) and 250MW from PV panels. The project integrates 70,000 mirrors (heliostats) that track the sun's movement.

The molten salt receiver (MSR) on top of the solar power tower is the most important part of the CSP plant. It receives solar radiation and turns it into thermal energy. The MSR contains over 1,000 thin tubes that enable the absorption of sun rays and their transfer to the molten salt within these tubes. This project provides approximately 320,000 residences with clean and sustainable energy. It will reduce carbon emissions by about 1.6 million tonnes annually.

Fifth Phase

On June 2023, HH Sheikh Mohammed bin Rashid Al Maktoum inaugurated the AED 2 billion 900MW fifth phase of the solar park. This phase uses PV panels to provide clean energy to around 270,000 residences in Dubai and reduces carbon emissions by 1.18 million tonnes. DEWA achieved a world record by receiving the lowest bid of USD 1.6953 cents per kilowatt hour (kWh) for the fifth phase.

Sixth Phase

The total capacity of the sixth phase, which used PV panels and is based on the IPP model, is 1800MW. This phase will reduce around 2.36 million tonnes of carbon emissions annually and provide clean energy to 540,000 residences in Dubai. DEWA achieved the lowest levelised cost of energy (LCOE) of USD 1.6215 cents per kilowatt hour (kWh) for the sixth phase, which will become operational in stages between 2024 and 2026.

The table below summarises progress and achievements at the Mohammed bin Rashid Al Maktoum Solar Park:

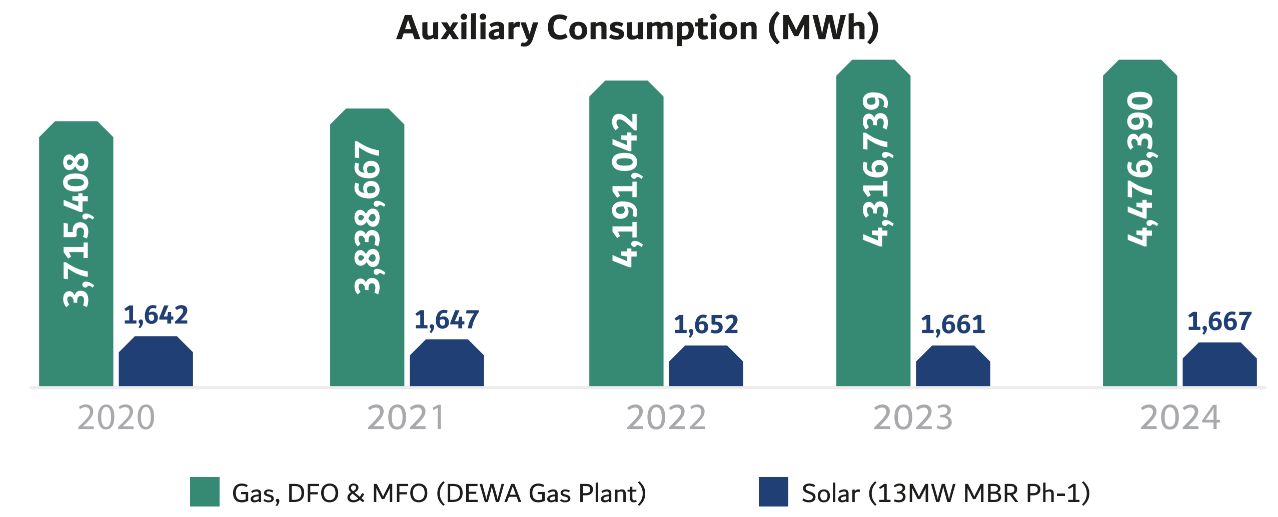
Phases	Phase 1	Phase 2	Phase 3	Phase 4	Phase 5	Phase 6
Status	Completed	Completed	Completed	Completed	Completed	Partially completed
Date of Completion	2013	2017	2020	2023	2023	2026
Power Generation Capacity	13MW	200MW	800MW	950MW	900MW	1,800MW
Technologies	Photovoltaic	Photovoltaic	Photovoltaic	Photovoltaic & CSP	Photovoltaic	Photovoltaic
# Solar Cells Used	152,880	2.3 million	3 million	791,560	2.2 million	3.7 million
Emission Reduction	15,000 tonnes	214,000 tonnes	1.055 million tonnes	1.6 million tonnes	1.18 million tonnes	2.36 million tonnes
Investment	AED 82.7 million	AED 1.2 billion	AED 3.47 billion	AED 15.78 billion	AED 2.06 billion	AED 5.51 billion
Land Used	0.3 sq km	4.5 sq km	18 sq km	44 sq km	10.17 sq km	20 sq km
Partners & Shares	DEWA (100%)	DEWA (51%) ACWA Power (24.99%) TSK (24.01%)	DEWA (60%) Masdar (24%) EDF Renewables (16%)	DEWA (51%) ACWA Power (25%) Silk Road Fund (24%)	DEWA (60%) ACWA Power (24%) Gulf Investment (16%)	DEWA (60%) Masdar (40%)
End Users (Residents)	3,900	50,000	240,000	320,000	270,000	540,000

ENERGY MANAGEMENT REPORT FOR DEWA PREMISES AND ASSETS

DEWA is committed to fostering a sustainable built environment by prioritising energy, water and material resource efficiency. This commitment is reflected in the adoption of both national and international green building standards across all DEWA assets. The development of sustainable and efficient buildings aligns with the UAE's objectives of advancing a green economy, achieving its Nationally Determined Contributions (NDCs) under the Paris Agreement and supporting the Dubai Digital Authority initiative.

DEWA's dedication to energy management is exemplified by the implementation of an energy management system across its facilities, including power generation plants, substations, administrative buildings and its vehicle fleet. The recently expanded system enables precise monitoring of energy performance and identification of energy-saving opportunities. These initiatives not only enhance environmental sustainability but also generate cost savings for the organisation.

A detailed summary of auxiliary energy consumption across DEWA's facilities - including the Jebel Ali and Al Aweer power and water production plants, and Phase 1 of the Mohammed bin Rashid Al Maktoum Solar Park - highlights DEWA's commitment to efficiency and conservation.



DEWA has demonstrated consistent progress in enhancing energy production efficiency, reducing auxiliary power consumption, lowering carbon emissions and achieving significant fuel savings. Key achievements recorded from 2006 to 2024 include:

1. **Efficiency Improvement:** DEWA achieved a remarkable 43.61% improvement in energy production efficiency in 2024, compared to 2006.
2. **Reduction in Auxiliary Power Consumption:** A substantial reduction of 277,504 MWh in auxiliary power consumption was recorded in 2024, compared to 2006.
3. **Carbon Emissions Reduction:** Carbon emissions were reduced by an impressive 11.47 million tonnes in 2024, compared to 2006, demonstrating DEWA's commitment to sustainability.
4. **Fuel Savings:** Efficiency improvements led to fuel savings amounting to 214,997,490 million British Thermal Units (MMBtu) in 2024, compared to 2006.

These achievements highlight DEWA's unwavering commitment to advancing sustainability and operational excellence in energy production, contributing to Dubai's broader sustainability goals.

Year	Efficiency improvement percentage (compared to 2006)	Auxiliary power consumption reduction (MWh) (compared to 2006)	Carbon reduction (million tonnes of CO_2) due to efficiency improvement (compared to 2006)	Fuel saving due to efficiency improvement MMBTU (compared to 2006)
2020	33.41%	293,385	7.1	133,309,503
2021	37.63%	314,781	8.0	150,786,454
2022	37.78%	225,873	9.2	172,973,272
2023	41.73%	279,023	10.5	197,567,687
2024	43.61%	277,504	11.5	214,997,490

EV GREEN CHARGING STATIONS

In 2014, DEWA launched the EV Green Charger Initiative to promote sustainable mobility and encourage the adoption of electric vehicles (EVs) in Dubai. As part of this effort, DEWA, in collaboration with stakeholders, has installed more than 700 charging stations across the Emirate, including 408 EV Green Chargers installed by DEWA.

This expansion supports the rapid growth of registered EVs in the city, which exceeded 37,000 vehicles by December 2024.The initiative provides a seamless experience for all EV users, whether registered or one-time visitors, through the guest-mode feature on DEWA's smart mobile application. This feature allows visitors to access charging services effortlessly, enhancing convenience and accessibility.

To support this momentum, DEWA introduced the Dubai EV Community Hub, an online platform designed to centralise information about EV adoption in Dubai. This resource serves as a comprehensive guide for individuals and organisations interested in electric mobility.

DEWA establish its comprehensive regulatory and licensing framework for electric vehicle (EV) charging infrastructure by 2024, marking a key advancement in the Emirate's journey toward net-zero carbon emissions by 2050. This framework continues DEWA's legacy as a pioneer in electric mobility by not only reinforcing the development of its first public EV charging network but also by empowering independent charge point operators through a licensing regime designed to safeguard both the grid and customer interests. By employing a dual approach that combines DEWA's direct investment in public charging infrastructure with licensed private sector participation, the new initiative ensures the deployment of charging stations that will support Dubai's rapid growth and sustainable mobility goals.

For more details about the EV Green Charger initiative, scan the below QR code:

CLIMATE CHANGE

THE GLOBAL CHALLENGE OF CLIMATE CHANGE

Climate change is one of the major challenges of our time, adding significant stress to societies and the environment. From changing weather patterns to rising sea levels, the effects of climate change are global, unprecedented in scale and require urgent action. At DEWA, we recognise the importance of addressing these challenges proactively to protect the future of our communities and ecosystems. The urgent need to mitigate these effects is clear, as the cost of inaction grows exponentially with time. We are committed to taking impactful actions today to mitigate future risks for generations to come.

DEWA'S COMMITMENT & GOVERNANCE TOWARDS CLIMATE ACTION

As a cornerstone of Dubai's energy and water infrastructure, we recognise our vital role in driving sustainable solutions to combat climate change. Our vision – "A globally leading sustainable innovative corporation committed to achieving Net-Zero by 2050" – is built on a foundation of accountability, resilience and forward-thinking strategies. We have firmly pledged to achieve net zero by 2050, and this commitment is underpinned by clear strategies and action plans to decarbonise our operations across the value chain. DEWA continuously works to innovate and adopt best practices, ensuring that sustainability is at the heart of everything we do.

DEWA's top management plays a pivotal role in fostering a culture of accountability and transparency, ensuring that the organisation remains at the forefront of regional and global climate action. To institutionalise climate action, DEWA's Climate Change & Sustainability Department drives corporate sustainability programmes, oversees climate-related initiatives and ensures compliance with national and international frameworks. DEWA's Climate Change & Sustainability governance framework reflects its leadership and accountability, with clear structures in place to address ESG topics and climate challenges and deliver on its commitments.

DEWA'S STRATEGIC ALIGNMENT

At DEWA, we recognise that we have an integral role in helping to achieve the objectives set by international, national and local climate change-related strategies and policies. We ensure our strategies and road maps are well aligned to climate agendas, agreements and strategies set on global, national and local actions. Internationally, we support the Paris Agreement and the United Nations Sustainable Development Goals (SDGs). On the federal level, DEWA contributes to the UAE Net Zero by 2050 Strategic Initiative, the UAE National Climate Change Plan and the UAE Energy Strategy 2050. On the emirate level, our initiatives drive numerous frameworks and strategies that include Dubai Net Zero Carbon Emissions Strategy 2050 targeting 100% clean energy production, the Dubai Demand Side Management Strategy 2030 and the Dubai Carbon Abatement Strategy 2030. These efforts highlight DEWA's pivotal role in achieving Dubai's sustainability ambitions and reinforcing its global leadership in climate action.

DEWA'S CLIMATE CHANGE ACTIONS

DEWA adopts a comprehensive and strategic approach to addressing climate change through targeted initiatives aimed at reducing greenhouse gas emissions, enhancing energy efficiency and fostering resilience. Our efforts are multifaceted, reflecting our commitment to climate change mitigation, adaptation and resilience in alignment with global, federal and emirate level climate goals.

GLOBAL AND LOCAL COLLABORATION

DEWA actively participates in the UAE Climate Change Task Force since 2012, contributing to pre-COP and COP negotiations, and leading technical discussions on the Clean Development Mechanism (CDM) and Article 6 under the Paris Agreement.

AMBITIOUS CARBON REDUCTION TARGETS

DEWA aims to exceed targets set under the Dubai Carbon Abatement Strategy 2030 (CAS 2030) and is committed to reducing its GHG emissions by 35% compared to business as usual (BAU) levels by 2030 as part of Dubai's Carbon Abatement Strategy 2030.

CLEAN ENERGY LEADERSHIP

Aligned with Dubai's Clean Energy Strategy 2050, DEWA is investing heavily in renewable energy infrastructure, including the Mohammed bin Rashid Al Maktoum Solar Park, to achieve 100% clean energy production by 2050.

SUPPLY-SIDE EFFICIENCY

DEWA drives resource efficiency through supply-side energy efficiency improvements and optimisation projects, ensuring operational excellence and reduced emissions.

DEMAND-SIDE EFFICIENCY

Through the Dubai Demand Side Management Strategy, DEWA targets a 30% reduction in electricity and water consumption by 2030. This is being achieved through innovative demand-side programmes and active public awareness and engagement.

TECHNOLOGY AND INNOVATION

Leveraging advanced technologies such as AI, the IoT and smart grids, DEWA optimises energy use, reduces emissions and enhances operational efficiency.

RESILIENCE AND ADAPTATION

To ensure reliable service and efficient delivery under different weather conditions, DEWA implements measures to strengthen the resilience of infrastructure and operations, including a comprehensive climate change resilience plan, diversification of generation and desalination sites, and advanced asset management practices.

MONITORING AND REPORTING

DEWA's Carbon Dioxide (CO_2) Emission Reduction Programme is supported by a robust monitoring, reporting and verification (MRV) framework compliant with ISO 14064, ensuring transparency and accountability in emissions management.

DEWA'S OFFSETTING PROGRAMME

DEWA implements offsetting initiatives through market mechanisms, including the Voluntary Carbon Markets via the Clean Development Mechanism (CDM) and International Renewable Energy Certificates (i-RECs) to support decarbonisation efforts.

Through these initiatives, DEWA demonstrates leadership in tackling climate change, delivering sustainable energy solutions and fostering a resilient, low-carbon future for Dubai and its residents. The following sections delve deeper into specific areas, including our CO_2 ERP, Greenhouse Gas Emissions Inventory, Climate Change Resilience Plan, offsetting programmes and forward-looking perspective to address emerging climate challenges.

EMISSIONS AND MITIGATION EFFORTS

CO_2 EMISSION REDUCTION PROGRAMME

DEWA is committed to reducing its carbon footprint while ensuring a secure, reliable and affordable supply of power and water. Since the launch of the award-winning Carbon Dioxide ERP in 2012, DEWA has systematically worked to abate emissions through a long-term strategy that analyses current greenhouse gas (GHG) emissions, sets reduction targets through 2030 and integrates these objectives into business decisions and growth strategies. These efforts have significantly contributed to Dubai's carbon reduction, achieving the targets of the Dubai Carbon Abatement Strategy 2021.

The ERP is built on three strategic pillars: a climate change functional strategy, long-term emission reduction targets and forecasting, and a robust MRV system aligned with DEWA's performance management framework. The programme addresses reductions across both the demand and supply sides, considering Dubai's energy and water growth needs, rationalisation initiatives, supply-side efficiency improvements and energy mix diversification. ERP targets were developed to measure emissions intensity in terms of tonnes of carbon dioxide equivalent emitted per megawatt-hour (tCO_2e/MWh) and absolute emissions such as tonnes of carbon dioxide equivalent (tCO_2e) for short, medium and long-term actions leading to 2030, using 2010 as the baseline. DEWA is committed to reducing the power and water sector's GHG emissions as part of the Dubai Carbon Abatement Strategy 2030 that sets a 30% GHG emissions reduction by 2030, in comparison to 2018 baseline emissions. Additionally, DEWA remains steadfast in providing 100% of energy production capacity from clean energy sources by 2050 as part of the Dubai Clean Energy Strategy 2050 and the Dubai Net Zero Carbon Emissions Strategy 2050.

GREENHOUSE GAS EMISSIONS OVERVIEW

Since 2012, DEWA has maintained a comprehensive MRV framework for reporting GHG emissions, setting a benchmark for transparency and accuracy in the region. This framework supports the preparation of DEWA's annual Carbon Footprint report in accordance with the GHG Protocol and ISO 14064-1:2018, ensuring compatibility with national and international GHG registries requirements.

DEWA annually reports its Carbon Footprint Report which provides a detailed quantification of its greenhouse gas emissions, categorised into direct and indirect GHG emission reports:

Category 1
Direct GHG Emissions

DEWA's Category 1 emissions encompass all direct emissions resulting from its operations. These include fuel combustion during power generation and water desalination, which represents the largest share of direct emissions. Additionally, emissions are generated from sulphur hexafluoride (SF_6) usage in circuit breakers, fuel combustion in DEWA-owned vehicles and leased vehicles, and refrigerants used for air conditioning and maintenance activities. Additionally, smaller emission sources – such as CO_2 used in fire protection systems and laboratories, diesel consumption for back-up generators, acetylene for maintenance works, LPG used in cable termination and process emissions from desalination – are also included in this category. DEWA covers all required greenhouse gases as per the Intergovernmental Panel on Climate Change (IPCC), which include carbon dioxide (CO_2), methane (CH_4), nitrous oxide (N_2O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs) sulphur hexafluoride (SF_6) and nitrogen trifluoride (NF_3). DEWA's comprehensive monitoring framework ensures accurate reporting and alignment with international standards. In 2024, DEWA's total category 1 emissions were 26.95* million tonnes of carbon dioxide equivalent ($MtCO_2e$), compared to the BAU scenario of 27.49 $MtCO_2e$. While the Carbon intensity based on Grid Emission Factor for Electricity is 0.4045* tCO_2e/MWh.

Category 2
Indirect GHG Emissions from Imported Energy

Category 2 emissions include indirect GHG emissions from the consumption of purchased electricity or steam. For DEWA, this specifically refers to emissions from imported electricity integrated into its operations. As DEWA is both the producer of electricity and water, emissions from its own energy consumption, such as auxiliary power for generation and desalination or operational site usage, are already accounted for under Category 1 (Direct

Emissions). This ensures alignment with GHG Protocol standards and prevents double counting.

Since 2023, DEWA has been reporting emissions from imported electricity generated by the Warsan Waste-to-Energy (WTE) Project, managed by Dubai Municipality. This facility processes municipal solid waste to produce electricity, which is integrated into DEWA's power grid. By separately accounting for these emissions, DEWA maintains transparency in our reporting. In 2024, Category 2 emissions were 562,096.61* tCO_2e from imported electricity.

Category 3

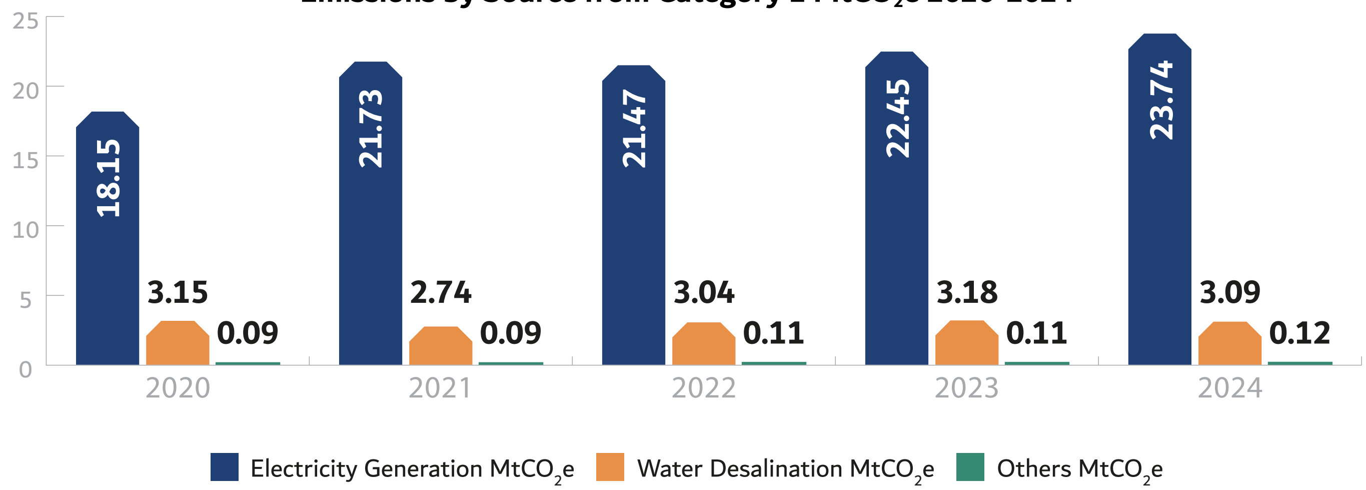
Indirect GHG Emissions from Transport

DEWA's Category 3 emissions include indirect emissions associated from transport activities not directly controlled by DEWA but linked to its operations, which cover emissions from the transport of employees for business-related activities, as well as emissions from the transportation of employees between their homes and their worksites. By incorporating Category 3 emissions into its reporting framework, DEWA takes a holistic approach to managing its carbon footprint and addressing all relevant sources of GHG emissions. In 2024, Category 3 reported emissions were 40,915.00* tCO_2e, covering emissions from both business travel and employee commuting activities.

DEWA consolidates and monitors its GHG emissions using an operational control approach, quantifying them in terms of CO_2 equivalents. The quantification methodology multiplies GHG activity data by relevant emission factors, ensuring accuracy, completeness and transparency.

**Preliminary data for 2024.*

Emissions by Source from Category 1 $MtCO_2e$ 2020-2024

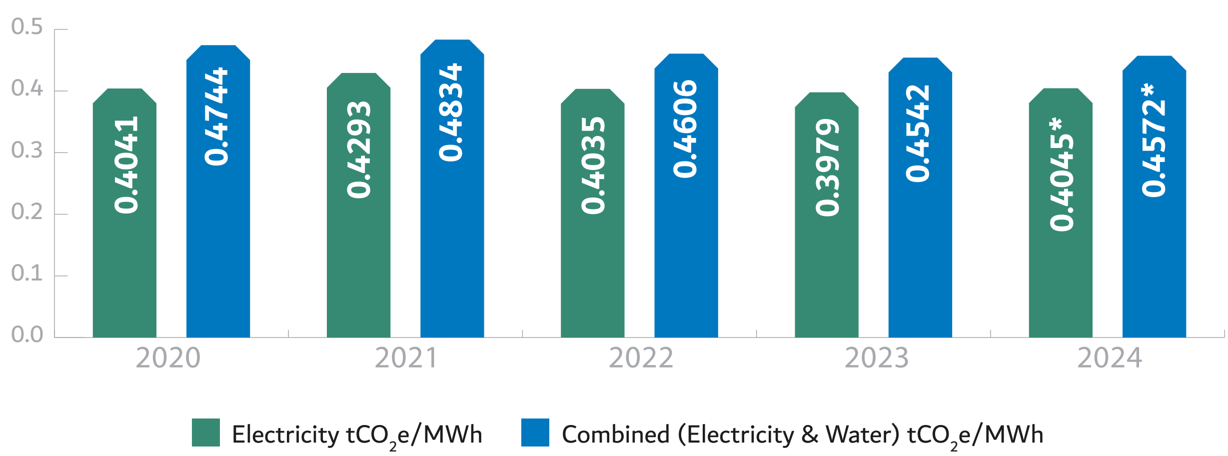


****GHG sinks have not been considered and therefore GHG removals have not been quantified or reported.***

****Exclusions: No emission sources have been excluded from the inventory.***

**Preliminary data for 2024*

Carbon Intensity tCO_2e/MWh 2020-2024



**Preliminary data for 2024*

By implementing the ERP, adopting circular economy practices and leveraging innovative and sustainable technology, DEWA continues to lead climate mitigation efforts, driving sustainable energy solutions and reducing its overall carbon footprint while contributing to Dubai's low-carbon economy and long-term climate goals.

MINIMISATION OF AIR EMISSIONS

In line with its commitment to reducing carbon emissions, DEWA prioritises the mitigation of air pollutants by minimising and controlling harmful substances such as sulphur dioxide (SO_2), nitrogen oxide (NO_X) and sulphur hexafluoride (SF_6), which have significant environmental effects.

In 2024, SO_2 emissions were recorded at 0.53 parts per million (ppm). Additionally, DEWA achieved a reduction in NO_X emissions across all units, including those using various fuel types, including gas turbines and boilers, bringing levels down to 16.42 ppm in 2024. The accompanying graphs illustrate the average annual emissions of NO_X and SO_2.

Emission Type	2020	2021	2022	2023	2024
Nitrogen oxide (NO_x) in ppm	18.91	17.55	17.36	16.69	16.42
Sulphur dioxide (SO_2) in ppm	0.55	0.54	0.52	0.49	0.53

CLIMATE RESILIENCE AND ADAPTATION

DEWA'S CLIMATE CHANGE RESILIENCE PLAN

Climate change has become a critical global priority, posing significant challenges to communities and industries worldwide. It drives extreme weather events such as heatwaves, floods, droughts and storms, which also affect the power and water sectors in the UAE. At DEWA, we recognise climate change as a multifaceted risk with physical, economic, regulatory and reputational implications for our business. In response, DEWA has developed a comprehensive Climate Change Resilience Plan to evaluate, understand and address these risks across our assets and operations.

As one of the first entities in the region to establish such a plan, DEWA's Climate Change Resilience Plan identifies existing mitigation measures, preventive controls and future resilience actions. Guided by a clear vision and principles, the plan ensures the resilience of the power and water sectors, aligning with global best practice. It is integrated into DEWA's Enterprise Risk Management (ERM) system and strategic planning to deliver a structured, forward-thinking approach.

DEWA's Climate Change Resilience Plan Framework

Vision	To be a climate-resilient utility, ensuring sustainable, innovative and robust operations and infrastructure capable of withstanding the effects of climate change.
Guiding principles	**Robustness:** Strengthening systems to endure climate-related disruptions **Resourcefulness:** Optimising resources to adapt to changing conditions **Rapid Recovery:** Ensuring swift restoration of services after climate impacts **Adaptability:** Continuously evolving to address new climate challenges
Approach	Conduct comprehensive **Risk Assessments** Implement effective **Prevention and Management** strategies Adopt **Adaptive Practices** to build resilience Foster **Stakeholder Engagement** to drive collaborative action

Goals	1. Integrate climate change considerations into core business practices 2. Align with local, national and international climate resilience plans 3. Maintain a robust, evidence-based resilience plan 4. Ensure safe and sustainable operations across all activities 5. Build and sustain resilient infrastructure to withstand climate effects 6. Develop a business model aligned with global strategies and policies 7. Enhance DEWA's overall adaptive capacity to respond to climate risks

IDENTIFYING CLIMATE-RELATED RISKS

To prepare for an uncertain future, DEWA analysed global and regional climate trends and projections using advanced climate models. This comprehensive analysis provided insights into climatic trends at both global and local levels, enabling the identification of physical and transitional risks posed by climate change. DEWA classified these risks into two key drivers:

- **Policy Drivers:** Risks stemming from global, national and regional climate policies and strategies that could affect DEWA's operations and strategic goals.
- **Climate Drivers:** Risks associated with specific climate variables, such as temperature, precipitation and extreme weather events, based on regional trends and projections aligned with the Dubai Climate Change Adaptation Strategy.

DEWA's risk assessments consider variations in geography, climate conditions across the UAE and facility-specific factors such as location, age and design. These assessments are vital for identifying vulnerabilities and shaping effective resilience measures.

GOVERNANCE AND BUILDING RESILIENCE FOR THE FUTURE

In 2020, DEWA introduced "Climate Change Risk" into its ERM system, governed by the Group Risk & Resilience Committee and monitored annually. This risk captures the potential impact from both policy and climate drivers on DEWA's strategy and operations, with financial and non-financial implications. DEWA's governance framework includes the development of risk heat maps, classification of risks and identification of key risk indicators to ensure comprehensive management.

Annually, DEWA monitors, reviews and verifies the key preventive controls and mitigation measures outlined in the Climate Change Resilience Plan to address the identified risks. With an established governance structure, DEWA's climate resilience team continues to analyse climate change drivers, classify and rank risks, and assess vulnerabilities and opportunities. The team monitors climate trends and drivers to mitigate potential effects on DEWA's physical assets and ensure uninterrupted operations.

DEWA's Climate Change Resilience Plan reflects our unwavering commitment to safeguarding Dubai's power and water infrastructure against climate-related risks. By embedding climate resilience into our governance framework and operations, DEWA ensures the continuity and reliability of essential services while supporting the UAE's broader climate adaptation goals.

DEWA OFFSETTING PROGRAMME

Climate action encompasses a wide range of approaches aimed at addressing and mitigating climate change. Market mechanisms emerged as a tool for climate action primarily due to their ability to harness economic incentives to address environmental challenges like climate change by encouraging emissions reductions, promoting renewable energy adoption and driving sustainable development. By aligning environmental goals with market forces, they offer flexible and cost-effective solutions to address climate change.

DEWA implements its offsetting programme by utilising two forms of market mechanisms: Voluntary Carbon Markets through the CDM and International Renewable Energy Certificates (i-RECs).

THE CLEAN DEVELOPMENT MECHANISM (CDM)

Carbon markets are platforms where individuals, organisations and companies purchase carbon credits to mitigate their carbon footprint (including emissions from purchased electricity) or to support emissions reduction projects.

One type of carbon credit is Certified Emission Reductions (CERs), which can be generated from emission-reducing projects such as renewable energy projects or energy efficiency projects that have been registered under the CDM of the United Nations Framework Convention on Climate Change (UNFCCC). Each carbon credit symbolises a tangible reduction in carbon emissions, with one CER offsetting one tonne of CO_2 equivalent emissions.

The CERs can be purchased, sold or can be used to meet compliance targets or for offsetting purposes (such as for events). This mechanism provides an incentive for project developers and investors to earn back a portion of their investment in clean and sustainable projects.

In 2012, DEWA initiated the implementation of its Offsetting Programme by registering several emission-reduction projects under the CDM of the UNFCCC: the 13MW first phase and the 200MW second phase of the Mohammed bin Rashid Al Maktoum Solar Park, the Thermal Energy Storage Turbine Inlet Air Cooling (TESTIAC) and the small-scale Solar Programme of Activities.

DEWA had certified 181,625 CERs from its registered projects as of the end of 2024.

THE INTERNATIONAL RENEWABLE ENERGY CERTIFICATE (i-RECS)

The i-REC Standard is a voluntary system for international trade in renewable energy certificates, created to provide electric utilities with a financial incentive to increase the proportion of renewable or clean energy in their supply mix compared to fossil fuels. It aims to offset the environmental impact of the purchaser's non-renewable energy use by subsidising clean energy from renewable sources.

i-RECs are a verified record of electricity generated at a registered renewable energy Production Device recorded in the i-REC Registry. These certificates are unbounded from physical electricity and can be sold or traded separately, where one i-REC is equivalent to one MWh of renewable electricity produced.

i-RECs are particularly useful to companies with global operations and a target to source renewable energy for strategy or compliance purposes.

DEWA was the first entity in the MENA region to join the renewable energy market in 2017 through the i-RECs Registry Platform, issuing i-RECs from the Mohammed bin Rashid Al Maktoum Solar Park.

Building on Dubai Economic Agenda D33, which aims to propel the Emirate's economic growth and solidify its position among the top global cities, in 2024, DEWA also launched the "Procedure for Preferential Allocation of i-RECs to Eligible Companies" under the Dubai D33 Industry Friendly Policy. The procedure will give priority to eligible D33 companies making i-RECs purchases as an incentive to achieve a cleaner energy mix and accelerate the Dubai's sustainability ambitions.

DEWA has also signed an agreement to fully power Expo City using renewable energy, marking a significant milestone in its journey towards achieving net-zero emissions by 2050.

Expanding on Expo City's current on-site renewable energy capacity, DEWA will provide solar energy to the entire site through i-RECs sourced from the Mohammed bin Rashid Al Maktoum Solar Park.

DEWA initially supplied 100,000 MWh of power to cover consumption throughout 2023. This covers Expo City's hosting of COP28, the largest climate conference that was held in Dubai in December 2023 and saw the adoption of the UAE Consensus. Additionally, i-RECs will be incorporated in the future to cater to the growing energy needs of the community.

WATER & EFFLUENT

SUSTAINABILITY OF WATER PRODUCTION

With Dubai's continued growth driving an increase in water demand, DEWA remains committed to meeting the needs of its customers. As of 2024, the installed desalinated water production capacity stood at 495 million imperial gallons per day (MIGD). In alignment with DEWA's strategy to decouple power generation from water desalination, all future water production expansions will utilise seawater reverse osmosis (SWRO) technology powered by renewable energy sources.

By the end of 2024, the total number of water customer accounts reached 1,103,245, compared to 1,048,913 accounts at the close of 2023. DEWA produced 150,478 MIG of desalinated water in 2024, maintaining the installed capacity of 495 MIGD. The peak daily water demand was recorded at 455.067 MIG on 26 August 2024, marking a 4.92% increase compared to 2023. Average daily water demand also rose to 413.865 MIGD in 2024 from 394.884 MIGD in 2023, reflecting a growth of 4.81%.

Year	Installed Capacity (MIGD)	Total Water Production (MIG)
2020	470	121,006
2021	490	126,147
2022	490	136,254
2023	495	143,309
2024	**495**	**150,478**

The peak monthly average demand was observed in September 2024, at 444.773 MIGD, reflecting a 3.86% growth compared to the same period in 2023.

For emergency purposes, DEWA maintains an installed capacity of approximately 35.56 MIGD from underground wells, with total production from wells reaching 369.504 MIG in 2024. Daily production from groundwater wells averaged 1.01 MIGD, ensuring the operational readiness of these wells for emergency use. Groundwater production is closely monitored through meters installed on each well to ensure efficiency and reliability.

The total amount of water withdrawn through seawater in 2024 was 6,413.95 million cubic metres. Moreover, the total amount of water withdrawn through DEWA water wells was 369.504 MIG. This is considered ‘Other Water’ since the average Total Dissolved Solids (TDS) for well water are more than 1,000 mg/L (i.e. 1,500 mg/L precisely).

WATER DATA

Year	Installed Capacity (Underground Wells) MIGD
2020	32
2021	35
2022	35.56
2023	35.56
2024	**35.56**

DEWA’s Jebel Ali Power and Desalination Complex has been confirmed by Guinness World Records as the largest water desalination plant in the world, with a production capacity of 490 million MIGD, which is equivalent to 2,227,587 cubic metres per day.

Furthermore, the potable water produced, transmitted and distributed by DEWA is in compliance with the requirements of the latest potable water guidelines issued by the World Health Organization (WHO).

			DEWA-JAPS	
Sl. No.	**Particulars of Analysis**	**WHO Guideline Value (Max)**	**Specification**	**Typical Figure**
1	pH value	6.5 ~ 8.5	7.90 - 8.50	8.34
2	Conductivity	-	200 - 900	393
3	TDS	1000	100 - 450	216
4	Chlorine Dioxide	-	0.40 - 0.45	0.44
5	Turbidity	-	< 5.0	0.87
6	M-Alkalinity	-	25 - 65	51.4
7	Carbonate	-	0 - 10	1.4
8	Bicarbonate	-	30 - 80	61.0
9	Total Hardness	500	40 - 120	61.3
10	Calcium Hardness	-	25 - 65	41
11	Calcium	-	10 - 26	16.4

12	Magnesium	-	2 - 20	4.9
13	Chloride	250	25 - 250	82.8
14	Sulphate	250	2 - 35	8.7
15	Free Carbon dioxide	-	≤ 1.5	0.48
16	Fluoride	1.5	≤ 1.5	<0.05
17	Chromium	0.05	< 0.05	<0.0020
18	Iron	-	≤ 0.3	0.0144
19	Copper	2	≤ 1.0	0.0354
20	Nickel	0.07	≤ 0.07	0.0093
21	Cadmium	0.003	≤ 0.003	<0.0020
22	Mercury	0.006	≤ 0.006	<0.0020
23	Sodium	200	10 - 200	51.20
24	Lead	0.01	≤ 0.01	<0.0020
25	Boron	2.4	≤ 2.4	0.2970
26	Cyanide	-	≤ 0.07	<0.005
27	Selenium	0.04	≤ 0.04	<0.0020
28	Arsenic	0.01	≤ 0.01	<0.0020
29	Manganese	0.08	≤0.08	0.0026
30	Molybdenum	-	≤ 0.07	<0.0020
31	Antimony	0.02	≤ 0.02	<0.0020
32	Barium	1.3	≤ 0.7	<0.0020
33	Uranium	0.03	≤ 0.03	<0.0020
34	Nitrate	50	≤ 50	<0.05
35	Nitrite	3	≤ 3	<0.05
36	Bromate	0.01	≤ 0.01	<0.0002
37	Chlorite	0.7	≤ 0.7	0.1993
38	Chlorate	0.7	≤ 0.7	0.1879
39	TTHMs (Concentration ratio)	1	≤ 1.0	0.1378
a)	Chloroform	0.3	≤ 0.3	<0.001
b)	Bromoform	0.1	≤ 0.1	0.014
c)	Dibromochloro methane	0.1	≤ 0.1	<0.001
d)	Bromodichloro methane	0.06	≤ 0.06	<0.001

40	Dissolved hydrocarbons	-	< 0.01 (*)	<0.01
41	Total Coliform Bacteria	Absent	Absent	
42	E. Coli Bacteria	Absent	Absent	
43	Saturation pH	-	7.89 ~ 8.49	8.24
44	Saturation Index		Positive	Positive

- (*)The taste and smell threshold value varies widley according to product and it is 0.0005 ppm (mg/L) for hydrocarbons and distillate should be dumped if it is having smell of oil
- DEWA JAPS typical figure is the average of individual station averages during the year 2023
- WHO guideline values is based on WHO guidelines for drinking water quality fourth edition incorporation the first and second addenda - 2022

WATER PROJECT

Water security is a national priority for the UAE. The UAE Water Security Strategy 2036 aims to ensure sustainable access to water during normal and emergency conditions and address future water security challenges in the long run. Therefore, DEWA is heavily investing in water projects as it is considered as one of DEWA's core businesses and responsibility.

HYDROELECTRIC POWER PLANT IN HATTA

DEWA has announced that its pioneering pumped-storage hydroelectric power plant in Hatta is 96% complete. Generator installations are currently under way, with trial operations scheduled to begin in the second quarter of 2025. The upper dam, which features a 72-metre-high main wall and a 37-metre-high side dam, has been fully filled in preparation for operations.

Designed as an advanced energy storage facility, the plant achieves a turnaround efficiency of 78.9%. It uses the potential energy of water stored in the upper dam, which is converted into kinetic energy as water flows through a 1.2-kilometre subterranean tunnel. This kinetic energy drives turbines, transforming mechanical energy into electrical power that can be supplied to DEWA's grid within 90 seconds to meet demand. To store energy, clean power from the Mohammed bin Rashid Al Maktoum Solar Park is used to pump water back to the upper dam, converting electrical power into kinetic energy.

The facility will deliver a production capacity of 250MW and a storage capacity of 1,500 MWh, with a lifespan of up to 80 years. As the first project of its kind in the Arabian Gulf region, it represents an AED 1.421 billion investment and is expected to be completed by the end of the second quarter of 2025.

This initiative aligns with DEWA's comprehensive vision to enhance Hatta's sustainable development, create innovative job opportunities for Emiratis, and support the Dubai Clean Energy Strategy and the Dubai Net Zero Carbon Emissions Strategy 2050. The project also contributes to diversifying Dubai's renewable energy portfolio through technologies such as solar PV panels, concentrated solar power and green hydrogen production.

PROGRESS OF HATTA MASTER DEVELOPMENT PLAN

His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, reviewed the progress of 65 key initiatives under the Hatta Master Development Plan, valued at AED 3.6 billion. Of these, 41 projects had been completed by the end of 2024. The initiatives focus on enhancing the quality of life, services and socio-economic development in Hatta in alignment with Dubai Vision 2030, the Dubai Economic Agenda D33 and the Dubai Social Agenda 33.

UNVEILING OF HATTA SUSTAINABLE WATERFALLS

DEWA inaugurated the Hatta Sustainable Waterfalls project, featuring a spectacular waterfall at Hatta Dam and the world's largest mosaic panel. Recognised by Guinness World Records, the mosaic spans 2,200 square metres and is crafted from 1.2 million pieces of natural marble, paying tribute to the UAE's Founding Fathers. The project, implemented by DEWA, aims to boost tourism and investment in the region by providing local Emirati citizens with retail and food & beverage outlets free of charge.

HASSYAN

As part of its ongoing efforts to provide safe and sustainable water supplies, DEWA announced that its 120-million-gallon reservoir in Hassyan is now 82% complete. The AED 290 million project is expected to be completed in the second quarter of 2025.

The 120-million-gallon reservoir in Hassyan, along with the reservoirs commissioned this year in Al Lusaily, Enkhali and Hatta, are part of DEWA's strategy to enhance the efficiency and reliability of the water network, increase water flow and reserves, as well as meet growing demand. This will enhance the efficiency and reliability of the water network and provide stable supplies capable of meeting Dubai's economic and social development needs. The Hassyan reservoir adheres to the highest international standards in design and implementation, which contributes to enhancing the reliability of Dubai's water network and providing greater flexibility to meet the growing demand for water.

LUSAILY

DEWA announced the commissioning of a water reservoir in the Lusaily area and connected it to DEWA's water network. The project has a storage capacity of 60 MIG and cost AED 157.4 million.

By constructing new water reservoirs, DEWA aims to increase the water flow across Dubai and raise the volume of water reserves to meet growing demand, support Dubai's sustainable development goals and increase the efficiency and reliability of DEWA's water network. The reinforced concrete reservoir in Lusaily was constructed adjacent to the existing reservoir, which has a capacity of 120 MIG of desalinated water.

ENKHALI

DEWA commissioned a new water reservoir in Enkhali and connected it to Dubai's water network. The reservoir, which has a storage capacity of 120 MIG, cost AED 287.8 million. It is part of DEWA's efforts to provide state-of-the-art integrated infrastructure for electricity and water, and its endeavour to increase Dubai's water storage capacity. The 120 MIG reservoir in Enkhali and the other reservoirs in Lusaily, Hassyan and Hatta support DEWA's strategy to increase the efficiency and reliability of the water network while raising the flow and volume of water reserves to meet growing demand and sustainable development in Dubai. When the reservoirs are completed, their storage capacity will reach 1,121.3 MIG of desalinated water, compared to the current capacity of 1,001.3 MIG.

These reservoirs add to the Aquifer Storage and Recovery (ASR) project for desalinated water which DEWA completed the first phase. The full scale of the ASR project can store up to 6,000 MIG of water once completed by 2025. This makes it the largest ASR of its kind in the world to store potable water and retrieve it in case of an emergency.

DEWA'S SMART METERING

DEWA achieved 100% installation of smart water meters in Dubai, meeting the growing demand for water services. By the end of December 2024, DEWA had installed 1,103,901 smart water meters that comply with the highest international technical standards.

DEWA's ongoing efforts to develop its smart grid and state-of-the-art smart meter infrastructure have enhanced operational efficiency, permitted the management of facilities and services through smart and integrated systems using disruptive technologies of the Fourth Industrial Revolution, achieved more savings for DEWA and its stakeholders, and increased customer happiness.

DEWA is committed to realising the Dubai Economic Agenda D33 and enhancing leadership, sustainability and growth based on innovation and future technological applications. This promotes Dubai's competitiveness and consolidates its leading position as a global hub for the most prosperous digital economy. DEWA's investment in the latest systems and innovative solutions in the water sector has contributed to reducing water losses from 7.1% at the beginning of 2018 to 4.5% at the end of 2024. This resulted in DEWA saving 34.8 billion gallons of water, equivalent to AED 1.4 billion. We attach special importance to smart meters, which are the backbone of the smart grid.

DEWA manages its smart meters data through a secure, integrated, resilient and fully automated infrastructure. Automating meter readings help customers receive instant information about their consumption patterns and manage, monitor and control their consumption proactively and digitally anytime, anywhere. This also allows customers to promptly detect and fix water leaks to reduce waste, sustain natural resources, advance net zero and sustainable development, and ensure the happiness of all stakeholders. DEWA's Smart Meters Analysis and Diagnosis Centre monitors smart meters remotely every 15 minutes.

In 2024, DEWA's fully automated Hydro Insight system, which was developed internally using the latest technologies and is a world first for a water utility, allowed DEWA to monitor all smart meters and detect anomalies in just one hour. This allowed DEWA to improve the availability of meter readings to 99.7%, with 1,074,963 water meters remotely billed in SAP. The Advanced Metering Infrastructure (AMI) improves meter reading, billing accuracy and customer happiness, and reduces water that is unaccounted for.

The state-of-the-art infrastructure for smart meters aided in the detection of more than 47,454 meter defects and 13,835 meter overload cases in the past six years. Using the smart meters, the High-Water Usage Alert service, which is part of the Smart Living initiative, helps customers detect leaks in water connections after the meter. Where there is an unusual increase in consumption, the system sends instant notifications to the customer to check their internal connections and repair any leaks. This has aided in the detection of 2.6 million water leaks at customer premises and saved the environment a total of 12.9 billion gallons.

Data Point	2023	2024
Average Time for Response + Isolation (Minutes) for Transmission Breakages	14.23	14.05
Response + Isolation Time for Transmission Breakages (40 Minutes)	100%	100%

MINIMISATION OF WATER LOSS

DEWA faces challenges related to water losses caused by pipeline breakages and leaks, often stemming from network expansion, ageing pipelines and extreme weather conditions. These challenges are further compounded by delays in accessing sites to isolate damaged pipeline segments, particularly in Dubai's high-traffic areas.

To address this issue, DEWA has implemented the Supervisory Control and Data Acquisition (SCADA) system, which enables remote monitoring and control of pipelines. Through SCADA, skilled operators can instantly detect emergencies by monitoring changes in pressure and flow transmitter readings. The system allows for the remote isolation of damaged pipeline segments using motorised valves, significantly reducing response times.

As part of this initiative, DEWA established key performance indicators (KPIs) to measure the project's effectiveness, including response and isolation times during emergencies and the percentage of the network that can be isolated remotely. The adoption of Water SCADA technology has enhanced operational efficiency and minimised water losses across the network.

WATER SECURITY AND STORAGE

In line with the Dubai Integrated Water Resource Management Strategy 2030, the UAE Water Security Strategy 2036 and the Comprehensive Development Plan for Hatta, DEWA has constructed two reservoirs with a combined storage capacity of 30 MIG of desalinated water, at a total cost of AED 86 million. Additionally, DEWA is advancing a strategic project to store 6 billion gallons of water in aquifers, ensuring retrieval as needed. This initiative will establish a strategic reserve of 50 MIG of desalinated water per day for up to 90 days in emergencies, while maintaining the stored water's quality against external influences.

The project is designed to enhance the efficiency and reliability of Dubai's water network, optimise water flow to address increasing demand and expand Dubai's total water storage capacity to 961.30 MIG. These efforts are aimed at meeting current and future water requirements and supporting comprehensive sustainable development across the Emirate.

The table below demonstrates the change in water storage in the Emirate of Dubai:

Change in Water Storage

Year	Total water storage at the beginning of the reporting period (MIG)	Total water storage at the end of the reporting period (MIG)	Change in water storage (MIG) (End – Beginning)
2020	611.788	412.436	-199.352
2021	412.436	661.6	249.164
2022	661.6	575.74	-85.86
2023	575.74	707.06	131.32
2024	707.06	808.221	101.161

WATER NETWORK SAVINGS

DEWA's investment in the latest systems and innovative solutions in the water sector has contributed to it saving 39.7 billion gallons of water, which is equal to AED 1.7 billion, from 2013 until the end of 2024. Furthermore, DEWA avoided the waste of more than 12.9 billion gallons of water for consumers, saving them the equivalent of about AED 712 million, by notifying them of internal water leaks within their premises.

The systems and technologies adopted by DEWA to monitor and control the water network include the SCADA Centre, the Smart Grid, the HydroNet project, the Water Smart Distribution Management System (SDMS), Smart Ball technology, pressure management and district metered systems to identify areas with leaks, and automation and digital transformation projects, as well as acoustic technology (noise loggers, ground microphones, correlators and hydrophones) and helium gas technology used in distribution pipelines to detect these in the water network.

We also develop innovative experiences to raise the efficiency and reliability of electricity and water networks to meet increasing demand in Dubai. This enhances Dubai's social and economic growth.

In 2023, DEWA successfully completed its third phase of the SCADA Centre at Al Ruwayyah BMC Building for the remote monitoring and control of both water transmission and distribution networks. This is part of its efforts to achieve digital transformation using state-of-the-art operational technology, which includes real-time hydraulic modelling, training simulation systems and advanced real-time and historical data visualisation and analytical tools.

DEWA started operating the analysis and diagnostics centre for smart meters, with remote monitoring and reading of 1,074,963 smart meters every 15 minutes. This helped DEWA's bill accuracy to reach 99%. The remote control of smart meters also identified and handled 1.9 million cases of water leaks, and reports were sent to 611,326 customers over the past three years. The number of smart water meter reached 1,103,901 by the end of 2024, compared to 1,052,444 smart water meter by the end of 2023 – an increase of 4.9%.

WASTE WATER DISCHARGE

DEWA integrates environmental solutions into its operational framework through the implementation of procedures aligned with Dubai Municipality's environmental regulations. In managing wastewater generated from the Jebel Ali Power and Desalination Stations Complex, DEWA follows a comprehensive wastewater management procedure to ensure that discharged water complies with established standards and does not adversely affect the surrounding ecosystem.

As part of this procedure, DEWA conducts ecological assessments at regular intervals. These assessments include evaluating phytoplankton, zooplankton and macrobenthos concentrations on a quarterly basis. The evaluations are performed every two months by specialised environmental service providers at designated locations situated 0.5km and 2km from the discharge points – the D, K and L stations.

Type of effluent	Total volume (m3) discharge				
	2020	2021	2022	2023	2024
Process water from Power plant	1,645,458,818	1,654,577,150	1,698,174,459	1,744,355,921	1,646,907,036
Process water from Desal plant	3,573,859,485	3,540,695,341	3,777,922,079	3,822,486,281	4,093,431,368
Water treatment plant effluent	68,406	74,831	61,298	71,562	107,770
Treated sewage water (to land)	0	0	0	0	0
Treated sewage water (to sea)	15,849	15,814	40,673	33,173	24,140
Total treated sewage water	15,849	15,814	40,673	33,173	24,140

Particulars sample	Salinity difference between the seawater at 500m & 2,000m mixing zone and ambient seawater				
	2020	2021	2022	2023	2024
D-I station	0.6	0.5	0.6	0.5	0.4
D-II station	0.6	0.6	0.7	0.4	0.6
E station	0.6	0.6	0.6	0.6	0.7
G station	0.9	0.7	0.8	0.6	0.3
K station	0.7	0.4	0.7	0.3	0.1
K-SWRO	-	-	0.5	-0.1	0.6
L station	0.4	0.9	0.8	0.7	0.4
M station	0.7	0.9	0.9	1	0.3
Average	0.7	0.7	0.7	0.5	0.4

Particulars sample	Temp difference between the seawater at 500m & 2,000m mixing zone and ambient seawater				
	2020	2021	2022	2023	2024
D-I station	1.1	0.9	1.8	1.1	1.0
D-II station	1.2	1.3	1.8	1.5	1.6
E station	1.7	1.3	1.3	1.1	1.6
G station	1.5	1.5	1.5	1.1	1.2
K station	1.1	1.1	1.3	0.8	1.0
K-SWRO	-	-	1.1	1	1.2
L station	1.3	1.6	1.3	1.8	1.1
M station	1.3	1.6	1.7	2	1.6
Average	1.3	1.3	1.5	1.3	1.3

The average of temperature and salinity difference between seawater at the mixing zone and ambient seawater 2024:

BIODIVERSITY

DEWA understands the importance of protecting biodiversity and the essential benefits of nature's ecosystem services. It has established a comprehensive approach in implementing mitigation measures to minimise environmental impacts of its operations.

The following measures are aligned with the above disclosure, demonstrating how DEWA helps to address this critical global crisis on biodiversity while fulfilling its strategic objectives, supporting the UAE's efforts to fulfil the Sustainable Development Goals (SDGs) 2030.

- **DEWA's Environmental Policy:** This is circulated to all Divisions as part of their compliance obligations. The policy includes a commitment related to biodiversity: "Providing Biodiversity Action Plans (BAPs) in all of its projects to provide stringent mitigation measures in order to ensure preservation of natural habitats".
- **Biodiversity BAPs):** As part of the implementation, DEWA is integrating BAPs into the execution of projects by outlining stringent mitigation measures aimed at preserving natural habitats, minimising the depletion of natural resources and protecting flora and fauna. DEWA also takes a proactive stance by identifying biodiversity priority areas; and avoiding operations in regions with the highest biodiversity value. For example, the construction of the Hatta Pumped-Storage Hydroelectric Power Plant demonstrated that biodiversity and archaeological matters were being effectively managed, where an environmental impact assessment (EIA) was undertaken, which includes an ecological assessment, and the biodiversity action plans implemented as part of the EIA as the site lies in a RAMSAR protection zone. This was assessed and confirmed through the fulfilment of criteria 2.09 on biodiversity management and enhancement in a 2024 British Safety Council Audit Report.
- **Mangrove Planting and Clean-up Initiatives:** Realising the importance of mangrove trees to preserve biodiversity, DEWA organised a campaign to plant mangrove saplings in

the Jebel Ali Marine Reserve in collaboration with Emirates Marine Environmental Group (EMEG). This campaign supports national goals to promote the sustainability of mangrove forests by planting 100 million mangrove trees in the UAE by 2030.

- **Ecological Assessment:** DEWA ensures that discharged water meets prescribed standards and poses no harm to the surrounding ecosystem. As part of this measure, bimonthly and quarterly ecological assessments (phytoplankton/ zooplankton and macrobenthos respectively) are carried out at distances of 500 metres and 2km away from the discharge points by a specialist environmental service provider.

DEWA'S WASTE MANAGEMENT

DEWA has implemented a state-of-the-art waste management programme that aligns with national and international best practices. The programme encompasses the segregation and disposal of various waste types, including hazardous, non-hazardous, and general waste, employing appropriate methods to ensure compliance with local and federal regulations, as well as DEWA's internal policies.

Recognising the critical role of waste management in its operations, DEWA has developed a highly effective system tailored to the diverse scopes and operational practices of its divisions. Despite these tailored approaches, the programme maintains a unified objective: capturing and reducing waste generation across all activities.

CIRCULAR ECONOMY INTEGRATION

In line with its sustainability agenda, DEWA introduced a Circular Economy strategy, built on five guiding principles. The third principle, Value Retention and End of Life Treatment, directly supports waste management efforts by mapping divisional waste streams and implementing strategies to minimise waste generation. DEWA follows the 5Rs framework – Refuse, Reduce, Reuse/Repair, Repurpose/Recover, and Recycle – to conserve landfill space, protect natural resources and encourage waste minimisation.

OPERATIONAL WASTE MANAGEMENT

In 2024, DEWA managed the transportation of its general waste to municipal disposal areas in collaboration with Dubai Municipality. For hazardous waste management, DEWA partners with certified third-party companies to ensure the safe collection, storage, transport and disposal of hazardous materials in line with local, federal and international standards.

SUSTAINABLE PRACTICES AND REVENUE GENERATION

DEWA's commitment to sustainability extends to the monetisation of scrap and recyclable materials.

The following table provides a detailed breakdown of hazardous and non-hazardous waste generated and the respective disposal methods.

Waste	Unit	Year 2022	Year 2023	Year 2024
General waste	Tonnes	5,297.68	3089.7	5,773.27
Hazardous waste	Tonnes	418.337	338.35	375.44
Wooden packing reused	Cubic Foot	9,278	4739	5,530.00
Wastewater recovered	MIG	285.13	293.86	314.55
Waste oil recovered for use	Litres	15,911	8182.80	3,636.80
Recycled wastepaper	Tonnes	118.87	137.05	152.78
Spill pallet made of IBC drum	No.	150	248	240
Revenue from scrap/waste materials sold - Consolidated	AED	103,118,000	104,177,000	64,693,000

SOCIAL PERSPECTIVE

EMPLOYMENT

DEWA is committed to attracting, developing and retaining skilled talent to ensure the delivery of reliable and efficient electricity and water services in Dubai. The organisation has adopted a comprehensive talent management strategy focused on identifying critical skills, providing training opportunities and fostering employee growth.

Employee engagement is a key priority, supported by open communication channels, feedback mechanisms and regular surveys to gather employee insights and suggestions. Through the 'AFKARI' platform, employees are encouraged to contribute ideas that improve overall organisational performance.

It is an ongoing process where goals are set, progress is tracked, feedback is given and performance is reviewed. The aim is to align employees' work with company goals, supporting their development. It helps to improve engagement and encourage growth, contributing to overall success.

To ensure continuous improvement, DEWA regularly reviews and updates its policies and practices, striving to deliver exceptional service to its customers, employees, and the wider community. For DEWA's latest policies, you may refer to page 21 from this report

A WORLD-CLASS WORKFORCE

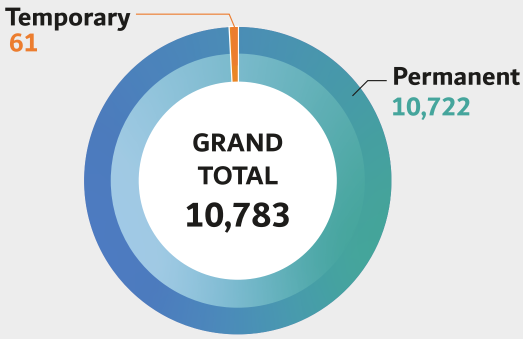
DEWA's workforce reflects a commitment to diversity, integrating UAE nationals and expatriates across all genders, cultures and educational backgrounds. The organisation prioritises the recruitment and development of local talent, resulting in a significant representation of UAE nationals within its workforce.

Comprising skilled professionals such as engineers, technicians and specialists, DEWA's team is equipped to deliver reliable electricity and water services. As of 2024, the organisation employed 10,722 individuals, with 18% being female and 82% male, demonstrating DEWA's dedication to fostering gender-inclusive employment practices.

Total number of newly hired Emirati employees during 2024	**128**
Number of newly hired employees (middle management positions)	**20**
Number of newly hired employees (nonsupervisory positions)	**198**
DEWA's total number of employees in 2024 (excluding temporary employees)	**10,722**
% of females (based on the total number of employees)	**18%**
% of males (based on the total number of employees)	**82%**

DEWA nurtures a culture that motivates employees to integrate innovation and excellence into their work, fostering sustainable long-term growth. The organisation ensures equal opportunities for all employees, regardless of gender, race, nationality, age or creed, in accordance with UAE government policies and regulations. Importantly, **there were no documented instances of discrimination during the reporting period in 2024.**

Total Number of Employees



*DEWA doesn't have any non-guaranteed hours employees.

Permanent & temporary employees breakdown by gender

Temporary 2
Female 1,940
Permanent 1,938

Temporary 59
Male 8,843
Permanent 8,784

Full-time and part-time employees breakdown by gender

Part Time 0
Female 1,940
Full Time 1,940

Part Time 0
Male 8,843
Full Time 8,843

Permanent & temporary employees: breakdown by region

Region	Temporary	Permanent	Grand Total
Africa	1	155	156
Asia	58	6,001	6,059
Europe	0	44	44
Middle East	2	4,499	4,501
North America	0	16	16
Oceania	0	4	4
South America	0	3	3

Total Permanent **10,722**

Total Temporary **61**

Full-time and part-time employees: breakdown by region

Region	Part-Time	Full-Time	Grand Total
Africa	0	156	156
Asia	0	6,059	6,059
Europe	0	44	44
Middle East	0	4,501	4,501
North America	0	16	16
Oceania	0	4	4
South America	0	3	3

Total Full Time **10,783**

Total Part Time **0**

New employee hires and employee turnover by age group, gender, and region

Total number of new employee hires

New Employee Hires

Gender	2020	2021	2022	2023	2024
Female	44	57	43	41	35
Male	172	231	155	272	276
Total	**216**	**288**	**198**	**313**	**311**

Region Based on the World's 7 Regions	2020	2021	2022	2023	2024
Africa	2	6	10	27	39
Asia	210	279	186	281	270
Europe	2	3	1	2	0
North America	2	0	1	1	1
South America	0	0	0	1	1
Australia	0	0	0	1	0
Total	**216**	**288**	**198**	**313**	**311**

Age Group	2020	2021	2022	2023	2024
18-29	170	218	113	177	153
30-39	35	57	67	106	116
40-49	9	10	15	25	39
50-59	2	3	3	5	3
60-69	0	0	0	0	0
70-79	0	0	0	0	0
Total	**216**	**288**	**198**	**313**	**311**

Total number of employee turnover

By Gender

Gender	2019	2020	2021	2022	2023	2024
Male	251	156	211	244	232	198
Female	47	18	33	36	36	25

By Age

Category	2019	2020	2021	2022	2023	2024
Under 30	36	12	15	17	24	15
30-50	224	133	203	240	224	186
Over 50	38	29	26	23	20	22

By Region

Region	2019	2020	2021	2022	2023	2024
Africa	35	14	19	27	19	15
Asia	178	119	181	204	182	149
Australia	0	0	0	0	0	1
Europe	8	3	3	3	3	2
North America	6	2	1	0	2	1
Middle East	71	36	40	46	62	55
Total	**298**	**174**	**244**	**280**	**268**	**223**

Percentage of employees eligible to retire in the next 5 years by category and region

Retirement 5 Years

Continent	Engineers	Operators	Linesmen	Mechanics	Others	Total
Africa	5 0.5308%	1 0.1062%	0 0.0000%	0 0.0000%	16 1.6985%	22 2.3355%
Asia	165 17.5159%	68 7.2187%	0 0.0000%	29 3.0786%	455 48.3015%	717 76.1146%
Europe	0 0.0000%	0 0.0000%	0 0.0000%	0 0.0000%	19 2.0170%	19 2.0170%
Middle East	12 1.2739%	0 0.0000%	0 0.0000%	3 0.3185%	165 17.5159%	180 19.1083%
North America	0 0.0000%	0 0.0000%	0 0.0000%	0 0.0000%	4 0.4246%	4 0.4246%
Grand Total	**182** 19.3206%	**69** 7.3248%	**0** 0.0000%	**32** 3.3970%	**659** 69.9575%	**942** 8.7360%

The total number of employees eligible to retire in the next 5 years by category and region is 942.

Percentage of employees eligible to retire in the next 10 years by category and region

Retirement 10 Years

Continent	Engineers	Operators	Linesmen	Mechanics	Others	Total
Africa	8 0.4%	1 0.0472%	0 0.0000%	3 0.1416%	24 1.1326%	36 1.6989%
Asia	354 16.7%	141 6.6541%	8 0.3775%	89 4.2001%	1029 48.5606%	1621 76.5115%
Europe	0 0.0%	0 0.0000%	0 0.0000%	0 0.0000%	26 1.2270%	26 1.2270%
Middle East	31 1.5%	6 0.2832%	0 0.0000%	0 0.0000%	393 18.5465%	430 20.2934%
North America	1 0.0%	0 0.0000%	0 0.0000%	0 0.0000%	5 0.2360%	6 0.2832%
Grand Total	**394** 18.5937%	**148** 6.9844%	**8** 0.3775%	**92** 4.3417%	**1477** 69.7027%	**2119** 19.6513%

The total number of employees eligible to retire in the next 10 years by category and region is 2,119

Age Groups: under 30 years old, 30-50 years old, over 50 years old

Number of Employees

EMPLOYEE BENEFITS

As a world-class workplace, DEWA rewards its employees fairly and generously, based on their performance. DEWA offers comprehensive benefits to employees to meet their personal and professional requirements. These may include:

1. Allowances (house rent deduction, duty car, nature of work allowance, mobile phone allowance, shift allowance, special shift allowance, etc.)
2. Retirement Provision (gratuity and pension schemes)
3. Leave (Earned, special, accident, condolence, sick, maternity, paternity, study or exam, Hajj, Idda and confinement leave, etc.)
4. Accommodation (leased accommodation benefits, subsidised rent in DEWA accommodation buildings, bachelor staff accommodation facilities)
5. Air Passage Entitlement
6. Children Education Allowance
7. Medical Insurance/Health care
8. Bonus
9. Joining & Repatriating tickets
10. Disability & Invalidity Coverage
11. Residence visa costs for employees and family
12. Salary advance for new joiners
13. Life insurance is voluntary. In DEWA if the employee wishes he/she can enrol in the scheme, and it is optional
14. Golden visa for deserving and entitled employees
15. **Damj:** an initiative that provides financial and educational support to DEWA Employees of Determination or those who have Children of Determination
16. **Al Khair Fund:** A social co-operation programme that is supervised by DEWA. The fund's main objective is to provide financial support to participating DEWA employees whenever they have an emergency

EMPLOYEE PARENTAL LEAVE AND RESUMED DUTY, 2024

Parental Leave GRI

Employee parental leave & when they resumed duty

Leave Type	Entitled to Parental Leave	Took Parental Leave	Returned to work	Returned to work rate	Retained Employees	Retention Rate**
Maternity Leave	1,209	189	125	100%	195	97.99%
Paternity Leave	7,099	342	342	100%	354	95.42%
Total	**8,308**	**531**	**467**	**100%**	**549**	

*Male employees returning to work immediately from 1 January 2024 to 31 December 2024 – 100%

**Female employees returning to work immediately from 1 October 2023 to 30 September 2024 – 100%

***Out of 199 female employees of 2023, 195 female employees are retained after 12 months (97.99%)

****Out of 371 male employees of 2023, 354 employees are retained after 12 months (95.42%)

*****531 employees have used parental leave as of 2024

DIVERSITY & EQUAL OPPORTUNITIES

DEWA adheres to all UAE government laws and regulations that protect the rights of workers, regardless of their religion. DEWA works to promote an inclusive and diverse work environment, treating all employees professionally, respectfully and without discrimination, as well as providing equal opportunities for success. DEWA is committed to implementing administrative action procedures that are fair, consistent, uniform and prompt to discourage negative behaviour in the workplace environment. In addition, DEWA has grievances and complaints regulations, mechanisms and systems for our employees, seconded or deputed to DEWA in order to raise any concerns or complaints from their end. The organisation is keen to improve happiness, positivity, quality of life and flexibility in the work environment. It also seeks to enhance elements of sustainable success, competitiveness and excellence, as well as achieve indicators of leadership in the human resources sector and raise indicators of happiness for employees.

DEWA adopted a Policy for Valuing and Managing HR Diversity that positively affects organisational performance. DEWA prioritises employee engagement through open communication, feedback channels and regular surveys to gather insights and suggestions. Additionally, DEWA emphasises performance management, evaluating employees based on their performance and offering feedback and coaching for skills enhancement. As a world-class workplace, DEWA rewards its employees fairly and generously based on their performance.

Scan the QR Code to view DEWA's Policy for Valuing and Managing HR Diversity:

HUMAN RIGHTS ASSESSMENT

In 2024, DEWA conducted 37 sessions across its divisions spanning different employee groups to discuss human rights and other employee-related rights including, but not limited to, HR policies, provisions and rules of conduct and work ethics in DEWA, HR rules and regulations and HR services. A total of 2,992 employees across all divisions had attended these sessions, which were under the name HR Awareness Sessions, by December 2024.

To ensure the upholding of human rights by contractors and suppliers engaged by DEWA, a requirement to comply with social responsibilities – as per the requirements of local laws and as outlined in International Standard SA 8000 – has been made mandatory in DEWA's vendor registration and tender conditions. This entails compliance with rules on a good working environment and non-employment of child labour, as well as observance of the Universal Declaration of Human Rights and International Labour Organization (ILO) agreements.

All tender documents include a special clause on compliance with the SA 8000 Standard, and the tenderers must include a self-assessment form on SA 8000 compliance in their offers. All DEWA bulk purchase and project procurement activities are subject to human rights reviews based on tenderers' self-assessment forms and conformity with the SA 8000 norm.

All new employees of the Contracts organization, as well as those who are already working, receive orientation training and departmental instructions circulars on the terms and conditions of contracts, which includes the SA 8000 standards.

The human rights clause was incorporated in all 1,535 bulk purchases and project contracts for the year 2024. In the year 2024, the aforementioned sum and percentage represent procurement contracts worth more than AED 8.92 billion. All the vendors behind the 12,328 orders placed in 2024 by the Local Procurement Department, with a value of AED 475.72 million, have declared their compliance with the human rights clause.

TRAINING & EDUCATION

DEWA provides a wide variety of training and development opportunities for its employees, including on-the-job training to gain practical experience in specific roles to enhance organisational knowledge. A comprehensive selection of courses is designed to develop skills and support career advancement, focusing on areas such as leadership, management, communication and technical expertise.

To foster professional growth, DEWA encourages participation in international training programmes, enabling employees to gain diverse perspectives and insights from global experts. Additionally, flexible e-learning modules are available, allowing employees to access training anytime and from any location.

Training hours per employee and by gender

Average training hours per employee

Grade/Year	2019	2020	2021	2022	2023	2024
Leadership	90.39	85.62	83.78	88.99	83.34	96.67
Management	55.73	52.96	51	54.56	55.36	56.07
Non-Supervisory	42.68	42.83	46.30	55.86	49.62	45.59
UAE Nationals	65.58	57.94	57.48	67.47	64.40	60.02

Average training hours by gender

Gender/Year	2019	2020	2021	2022	2023	2024
Male	28.26	27.01	30.43	34.9	35	34.39
Female	65.62	65.88	62.4	75.4	64.2	65.56

All eligible employees in DEWA are included in the **Employee Performance Management (EPM)** system.

- Actual submission in Cycle 2021 = **100%**
- Actual submission in Cycle 2022 = **100%**
- Actual submission in Cycle 2023 = **100%**
- Actual submission in Cycle 2024 = **Not Yet Closed**
- Percentage of Employees with **Career Path** for 2023 = **94%**
- Percentage of Employees with **Career Path** for 2024 = **98%**

OCCUPATIONAL HEALTH & SAFETY (H&S)

Strategically driven, DEWA operates with an Integrated Management System (IMS) for Health and Safety (H&S) Management Systems, certified by the International Organization for Standardization (ISO) standards 9001, 14001 and 45001, aligned with Dubai's Strategy (DIES-2030) both vertically and horizontally. Furthermore, DEWA in 2024 was awarded five stars in Wellbeing in line with ISO 45003:2021 (psychosocial health and safety at work – guidelines for managing psychosocial risks).

DEWA has intricately developed its IMS policy, along with IMS Procedures and process maps (at Level 1, 2 & 3 of the management hierarchical scope), in line with Federal Law No. 8 of 1980, Ministerial Order No. 32 of 1982, and Dubai Municipality's Guidelines and Code of Construction, with a governance system for H&S.

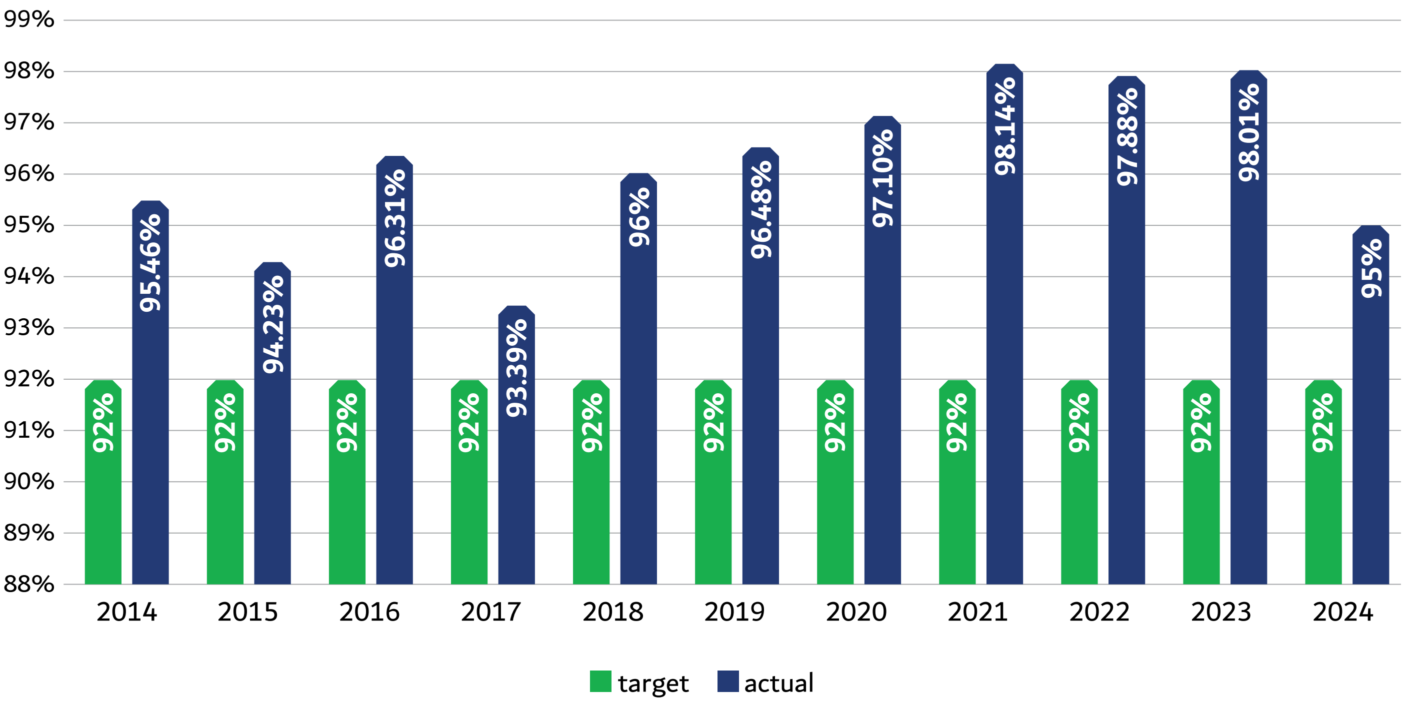
These are further horizontally aligned with dedicated health and safety procedures at the divisional, departmental and sectional levels, as well as Contractor Management. This approach is bolstered by the Dubai Excellence programme guidelines, the 10X Dubai Accelerators strategy and best practices in H&S at the international level, including those endorsed by the British Safety Council.

At DEWA, H&S work conditions are recognised as a human right and are addressed in authoritative intergovernmental instruments, including those of the International Labour Organization (ILO), the Organisation for Economic Co-operation and Development (OECD) and the World Health Organization (WHO). DEWA was the first organisation to achieve the COVID-19 Assurance Certificate in 2020-2021. DEWA is also committed to offer the best resources, provisions, training and support to People of Determination (POD), with dedicated guidelines developed in line with local laws, legislation and best practice. In line with ISO 45003:2021, DEWA has dedicated mental health first aiders, employee assistance programmes and trainings for employees to manage work-related risks associated with mental and emotional distress/ concerns. DEWA has obtained the ISO 39001:2012 certification on the Road Traffic Safety Management System. It is one of the pioneering organisations to manage its systems, processes and performance on the SAP module.

DEWA follows RADAR, a European Foundation for Quality Management (EFQM) methodology for performance management, which is aligned with its dedicated 10-steps of continual improvement and the plan-do-check-act (PDCA) methodology of ISO standards.

Complementing DEWA's Health and Safety (H&S) framework are key elements such as crisis management, the Agility Framework, the Risk Management Framework and the Business Continuity Plan, each supported by dedicated strategies for strategy execution (STRATEX), capital expenditure (CAPEX), operational expenditure (OPEX) and H&S management objectives. In 2024, DEWA had won additional awards from the British Safety Council for Utilities in Health, Safety, Wellbeing and Environment. The Occupational Health and Safety (OH&S) Management System Manual classifies risks, crises, operations, functionalities and controls for all employees, consultants and contractors.

British Safety Council, 5-star Audit score %



The above is a testament of robust OH&S management system in DEWA.

HAZARD IDENTIFICATION & RISK ASSESSMENT

DEWA aligns with Dubai's 10X Accelerator Programme, focusing on key aspects related to human capital. This includes risk management and competency, with a 20% weighting directly linked to dependencies on people, processes and systems throughout the operational hierarchy, referred to as Legal Risk in the IMSPO3 – Health, Safety, and Environment (HSE) Risk Management & Identification procedure. This alignment involves the ERM-framework, the agility framework and the Process Map-08 (PM08) for Human Capital Development. In 2024, DEWA also incorporated Wellbeing Risk Assessments to the framework. Each of these frameworks are vertically aligned to the competency framework of DEWA under the Human Resource.

PM08 is integrated into DEWA Strategy perspectives, with section 8.3.5 specifically dedicated to the competency framework linked horizontally with departments and sections, covering both behavioural competency and technical competency within Talent Management & HR. The corporate procedure and the safety procedure

(SP14), concerning training, awareness and competency, are aligned with process maps 12.6 – Manager H&S and 12.6.1. – H&S Compliance.

Operational risks are assessed using defined KPIs/KRIs and managed through established action and mitigation plans following the RACI Matrix, which delineates roles and responsibilities both vertically and horizontally. DEWA's OH&S Manual outlines strategies, technology and quality risks in line with competency and training risk indicators within DEWA's agility framework for business continuity.

DEWA adheres to a comprehensive IMSP03: Hazard Identification and HSE Risk Assessment procedure, aligned qualitatively and quantitatively with ERM, ISO 45001 & ISO 14001 (including ISO 45002 to 45006 guidelines), and the Health & Safety Guideline (HSG-65) from the UK's Health and Safety Executive (HSE). DEWA maintains an "open-door" policy to safeguard workers against retaliation, in accordance with Dubai's HR Act and co-ordinated alongside Employee Happiness Programmes.

DEWA offers world-class training programmes affiliated with the British Safety Council, delivered in various languages and formats. These programmes align with the SP14: Training, Awareness & Competency procedure and are connected to employee performance, competence and appraisals. In 2024, DEWA further incorporated trainings and awareness on mental health in the workplace.

DEWA's balanced scorecard is linked to each strategic perspective and assigned objective, cascading to develop SMARTER objectives and defining core competencies to prevent operational risks. Tools utilised include KPIs/KRIs, LTIs, ASR, LTIFR, happiness surveys and SWOT & PESTEL analyses.

OCCUPATIONAL HEALTH SERVICES

The "Human-Capital" perspective in Dubai's 4th Generation Excellence Model, criterion 5, is crucial for the UAE National Strategy for Wellbeing 2031. It supports DEWA's strategy by aligning health and wellness with strategic perspectives like world-class HSE practices and engaged stakeholders. This alignment is seen through the IMS policy's Clause 7, which integrates stakeholder happiness, health, well-being and the work environment into DEWA's "Happiness Policy".

DEWA ensures employee well-being through procedures like SP12 – Occupational Health and wellbeing, SC02-Stress & Counselling and SP16-Welfare Wellbeing, setting long-term objectives (LTOs) and short-term objectives (STOs). These objectives are implemented via IMSP01-17 procedures at a corporate level and SP01-06 procedures at the H&S Department Level, focusing on injury prevention, health screening, stress counselling and mental health.

The action plans encompass areas such as injury prevention, health screening, nutritional analysis, stress counselling, self-care, prevention, employee assistance programmes, training and mental health counselling/ consultations. Action plans are transformed into workflows during the Deployment phase (PDCA), involving stakeholders, procedures, and practical measures with determined KPIs/KRIs.

Health promotion activities include consultations, stress surveys, nutritional screenings, risk assessments and employee feedback, with an emphasis on stress management through the ESTISHARATI programme. DEWA conducts awareness campaigns on cardiovascular health, diabetes, nutrition and OH&S issues through various channels. The annual Health & Safety Week and Awareness Day promotes learning and collaboration, with significant participation from employees and external partners.

DEWA's Health & Safety Week serves as a platform to raise awareness of OH&S issues, attracting significant participation in both internal and public weeks. An annual Awareness

The Day for Contractors, Consultants and Suppliers reinforces DEWA's mission, vision and integrated administrative systems. In 2024, the physical event witnessed active engagement from 500+ participants, promoting learning and collaboration at the Health and Safety Hub during WETEX 2024.

H&S COMMUNICATIONS & REPRESENTATION

STRATEGIC ALIGNMENT PHASE

The alignment with DEWA's SO2: Engaged and Happy Stakeholders perspective and the Health & Safety (H&S) Business Impact Analysis (BIA) bridges gaps between crisis management (CM) and the agility framework.

Encompassing business processes, assets, human capital and stakeholders, this is a key phase of consultation, communication and participation at the corporate levels of hierarchies.

This ensures recovery plans during and post-events in accordance with ISO 22301:2019 for Security & Resilience Business Continuity Management. DEWA's "Resilience Continuum", developed in line with ISO 31001:2019, integrates enterprise risk management with BCM and CM, enhancing H&S agility by breaking down silos and boundaries.

BUSINESS CONTINUITY PLAN

The formulation of DEWA's top-down Business Continuity Plan (BCP) is further aligned with IMS and the Responsibility Accountability Consent and Inform (RACI) matrix through a two-way communication approach, as defined in the corporate communication policy and the IMSP06: Participation, Consultation & Communication procedure (horizontal alignment).

During the BIA phase, DEWA's stakeholder matrix is derived from the "influence & impact" in the BIA, identifying and prioritising relevant stakeholder groups, communicated proactively and interactively in line with the corporate communication manual and ISO 14063:2006.

The business continuity processes involve various stakeholders, such as:

- Government entities
- Employees
- Society
- Partners
- Customers
- Suppliers
- Capital investors

Using the RADAR methodology, gaps related to availability, reliability and recoverability are determined in the BIA phase through questionnaires, PESTEL & SWOT analyses, performance reports and feedback.

The identified solutions, at both the enterprise and service levels, are communicated through various channels including engagement, inspections, meetings, SLAs, surveillance, Toolbox Talks (TBTs), surveys, risk assessments, forums, workshops/campaigns, trainings, mock drills, brainstorming sessions and annual strategy workshops. HSE co-ordinators are engaged annually in the phase reviewing strategy, procedures, budgeting and process mapping.

The BIA is reviewed by the Executive Council in Dubai, involving the Strategy & Government Communication division, with feedback collected from RTA, Dubai Ambulance, DM, DHA and Civil Defence, aligning with directives from the National Emergency and Crisis Management Authority 7000:2015 standard.

Customer feedback is gathered through satisfaction surveys, corporate social responsibility (CSR) campaigns, whistleblower reports and regular analysis of customer complaint systems.

For partners, suppliers and contractors, alignment with HSW objectives and the BCP is ensured through various activities such as workshops on crisis and emergency preparedness, site practices, IMS review meetings and interactive sessions for operational and functional viability.

Corporate and divisional level committees, along with communication channels – like the AFKARI platform, the Suggestion Scheme, the Employee Happiness Survey, DEWA's Smart Office mobile app, SAP and the Freejna portal – contribute to effective planning and development during the PDCA phase.

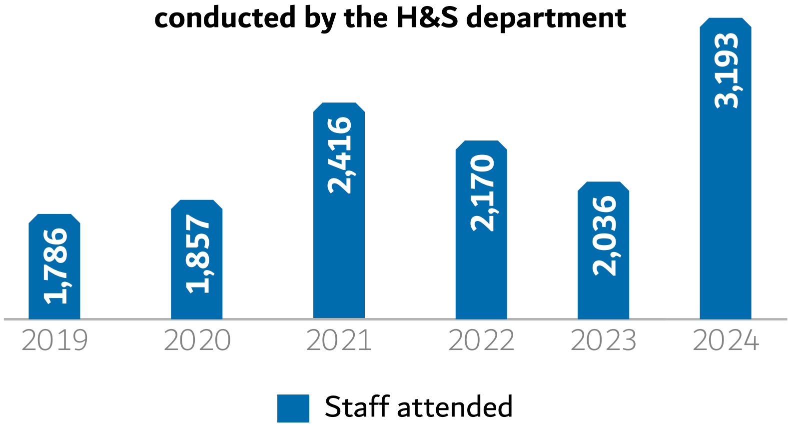
H&S TRAINING

A DEWA employee undergoes a personalised Training Needs Analysis aligned with their specific competency requirements and employee appraisals, based on the performance gap analysis. The Learning and Development Department offers a comprehensive training programme focusing on the needs identified by employees.

DEWA has a dedicated H&S Training section that follows procedure SP14. They conduct formal sessions and in-house programmes, collaborating with the Learning and Development department. From 2020, DEWA has integrated traditional in-person training with AR-VR technology. The H&S training covers scope, operations, functions and prevention, and is offered in multiple languages, including Arabic, English, Urdu and Hindi. In 2024, courses and awareness sessions on mental health have been incorporated in the training needs calendar. Every employee receives job specific training to enhance their skills and development, provided at no cost and tailored to their roles and work requirements.

The Talent Management Department evaluates training through feedback, performance improvements, skills acquisition and knowledge retention. Each division's training attrition rate is monitored to meet the target number of training hours per employee. In 2024, 3,193 employees participated in 105 training sessions and 10 campaigns with a total of 1,011 participants. Employees also benefited from 152 one-on-one consultations and received 11 informative infographics via internal communication channels.

Number of DEWA Staff who attended H&S training conducted by the H&S department



DEWA'S RESPONSIBILITIES - WORK RELATED HAZARDS

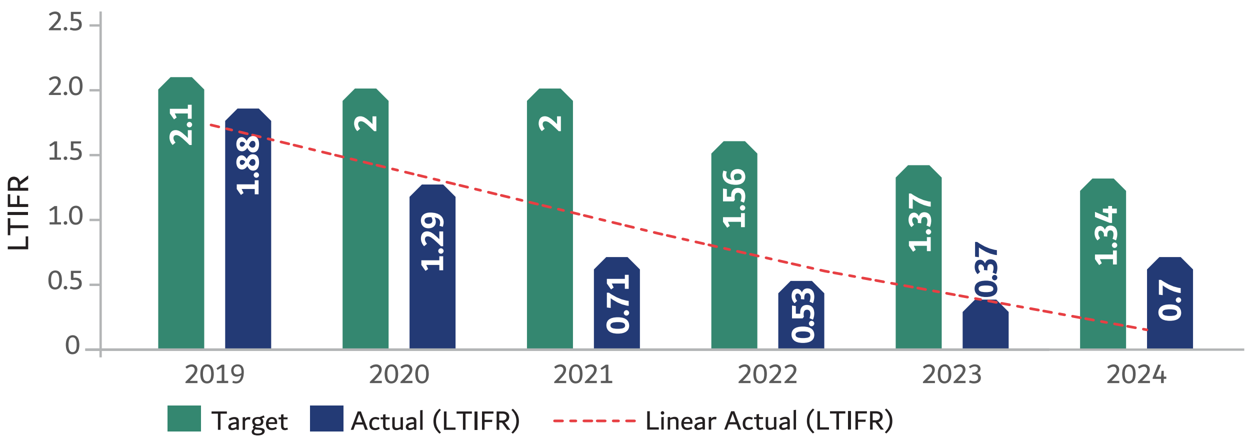
DEWA has implemented measures to address work-related hazards using a 10-step continual improvement process within key frameworks like Corporate Leadership, Energy, OH&S, Environment and Enterprise Risk.

This includes the IMSP06 procedure for communication and establishing HSW procedures, as well as process maps and KPIs. Notable actions include refining the RACI matrix in August 2023-2024, integrating a safety-culture maturity index and alignment with a Risk Management maturity chart.

Additionally, specific procedures like SP02 on Electrical Safe Work and SP09 on Fire Prevention have been reviewed and updated to incorporate best practice and address portable equipment and fire prevention measures. In 2023-24, the HSE Training Section identified OH&S behavioural categories in SP14, linking them to a competency framework for ongoing improvement. Well-being has been incorporated into performance reporting in line with the requirements of ISO 45001:2018 and ISO 45003 (guidelines).

DEWA has its own dedicated Enterprise Risk Management Department that lays the foundation of risk management methodologies in line with ISO 31000 that is cascaded to all divisions and governed under the IMSP03: Risk Management Procedure of DEWA. All hazards are determined and intricately segregated based on severity of exposure and outcome (which can be described as high, medium and low) as defined in DEWA's Global Hazard Codes. In 2024, none of the hazards caused or contributed to high-consequence injuries. The revised risk assessment for workplace mental health and well-being has been incorporated and aligned to the corporate framework of risk assessment covering psychosocial safety and psychological health & safety parameters in 2023 to 2024.

Loss time injury frequency rate (LTIFR)



Work-related injuries (403-9)

Description	Result 2024
The number and rate of fatalities because of work-related injuries	Zero
The number and rate of high-consequence work-related injuries (excluding fatalities)	Zero
Lost Time Injury Frequency Rate	0.7 (Target 1.34)
Injuries or incidents related to chemical exposure or hazard	Zero
The number and rate of recordable work-related injuries (Total Recordable Injury Rate or TRIR)	0.14 (Target 0.44)
Fatalities related to work related ill-health	Zero
The number of cases of recordable work-related ill health	Zero

LOCAL COMMUNITIES: INITIATIVES FROM DEWA TO THE COMMUNITY

By the end of December 31, 2024, DEWA employees logged 16,870 volunteer hours during humanitarian and community initiatives, benefiting 5,047,776 individuals both in the UAE and abroad. DEWA launched a total of 27 social initiatives during this period.

Between 2013 and 2024, DEWA launched 465 social initiatives, with employees contributing 249,843 volunteer hours in various humanitarian and social projects that benefited many countries worldwide. In 2024, the satisfaction rate with DEWA reached 94.51%.

MEER AL KHAIR

DEWA employees played an integral role in the 2024 Meer Al Khair Ramadan campaign launched by DEWA in collaboration with Al Ihsan Charitable Society in Ajman. The campaign aimed to provide essential food supplies to low-income families during the Holy Month of Ramadan, reflecting DEWA's commitment to fostering social responsibility and community welfare. The annual initiative aligns with the UAE's visionary leadership to institutionalise giving as a sustainable practice. It further underscores DEWA's dedication to enhancing the cultural and humanitarian fabric of the UAE and Dubai while promoting philanthropy as a cornerstone of Dubai's societal values. DEWA employees contributed to the success of the campaign by collecting 831 boxes of basic food supplies. Their active involvement demonstrated a strong commitment to cultivating a cohesive and compassionate community in Dubai, reflecting the core principles of Islam and the deep-rooted Emirati values of generosity, empathy and goodwill.

SCHOOL BAGS

As part of its corporate social responsibility, DEWA launched the third edition of its humanitarian initiative, "For Our Future Generations", aimed at distributing 2,500 school bags to students from low-income families. This follows last year's success, where 1,700 bags were distributed with support from DEWA subsidiaries and public and private sector entities.

Strategic partners for this year include the Dubai Land Department, the Dubai Government Human Resources Department, Dubai Municipality, the Supreme Council of Energy and ENOC, alongside DEWA subsidiaries like Mai Dubai and Digital DEWA. The Community Development Authority in Dubai and charitable associations will handle bag distribution, supported by DEWA employee volunteers.

ZAYED HUMANITARIAN DAY (19TH RAMADAN, MARCH 2024)

On Zayed Humanitarian Day, observed on 19th Ramadan (March 2024), DEWA, in collaboration with Watani Al Emarat Foundation, carried out a large-scale initiative to distribute Iftar meals across several areas in Dubai. This humanitarian effort saw the active participation of 129 employees who dedicated their time to preparing and delivering meals to individuals and families in need.

The initiative aligns with the values and legacy of UAE Founding Father, the late Sheikh Zayed bin Sultan Al Nahyan, emphasising the importance of compassion, generosity and community support. By promoting social cohesion and fostering a spirit of giving during the Holy Month of Ramadan, the programme aimed to strengthen the bonds within the community and reflect the UAE's commitment to humanitarian work.

FLAG PROTOCOL

DEWA launched a number of awareness workshops aimed at promoting national identity and social integration. In collaboration with its partners from centres for People of Determination (POD), including the Dubai Club for People of Determination, DEWA held workshops on the UAE flag, focusing on its history, the meaning of its colours, proper display techniques and flag protocol. The workshops, which benefited 343 individuals among DEWA's staff, were designed to foster a greater sense of belonging and national pride among DEWA employees, while encouraging a more interactive and values-conscious work environment. The initiative supported DEWA's commitment to enhancing cultural awareness and social cohesion, in line with its mission to contribute to a more unified and engaged society.

PROVISION OF INFORMATION

EMPOWERING PEOPLE OF DETERMINATION

DEWA is committed to work in line with the wise directives of His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, to enhance the UAE's position as a leading country in the inclusion and empowerment of People of Determination. DEWA supports the Dubai Social Agenda 33, and we consolidate Dubai's inspiring model in empowering People of Determination, elevating their quality of life and supporting their independence and effective contribution to comprehensive and sustainable development. DEWA's journey to include and empower People of Determination began in 2015, in line with local strategies and global best practice, and is based on the rights-based model.

Between 2015 and 2024, DEWA introduced and supported various corporate social responsibility projects and activities designed to include and empower People of Determination. Over this period, a total of (107) programmes and initiatives were executed, benefiting (3,544,515) individuals and demonstrating DEWA's dedication to promoting inclusiveness and social fairness. Community happiness with DEWA's support for People of Determination (POD) reached 94.68% in 2024.

In 2024, DEWA again won the Best People-of-Determination-Friendly Entity award at the DGEP. DEWA is an incubator for inclusion locally, having conducted several awareness sessions, professional training and the sharing of knowledge and best practice with its subsidiaries, suppliers and partners in the public and private sectors. In addition, DEWA was the Strategic Partner of the sixth edition of the AccessAbilities Expo, held from 7 October to 9 October 2024 at the Dubai World Trade Centre. During the exhibition, DEWA highlighted its success in investing in the latest global technologies and practices to ensure that People of Determination have easy access to its buildings, facilities, information and services.

ACCESSIBLE SERVICES FOR PEOPLE OF DETERMINATION

DEWA supports building designs that improve accessibility for People of Determination, helping them to become more productive and effective. This is done by providing its employees and Customers of Determination with easy access to its services, buildings and facilities, including its Customer Happiness Centres. In 2024, DEWA continued its efforts in converting all its newly constructed buildings and facilities to be 100% compliant with the Dubai Universal Design Code.

In 2023-2024, Dubai Municipality presented DEWA with the highest rating for building accessibility – the Universally Accessible Golden Certificate – for 10 of its administrative buildings after it achieved the highest accessibility compliance and provided innovative assistive technologies that assist POD in their daily tasks. The innovative assistive technologies provide a variety of services for POD with different disabilities and include:

- Communication and Navigational Robot Temi that assists POD to find destinations and navigate through obstacles.
- Sign language gloves that translate hand gestures into spoken words.

Furthermore, DEWA has been re-certified by a third party to be in conformance with the international ISO standard 21542:2021 for Building Construction – Accessibility and Usability of the Built Environment for a fourth year in a row, further highlighting DEWA's continuous efforts in attaining the highest standards in the well-being of the built environment users.

In 2024, the POD H&S Standards, the inclusive COVID-19 Management System and the DEWA H&S Management System were externally validated by the 45001:2018 audit conducted by Bureau Veritas, as well as the British Safety Council Five Star H&S Audit, in which DEWA achieved an excellent result of 95% and maintained its five-star rating for 2024. DEWA won the British Safety Council Sword of Honour Award for its inclusive H&S Management System for the 17th time in 2024, which is considered as the most prestigious award worldwide in the field of health and safety. DEWA also won British Safety Council Shield of Honour Award in 2024 for the organisation's well-being management system developed in line with the Dubai Social Agenda 33 and the UN Sustainable Development Goals 2030, which includes Goal 3 on good health and well-being. DEWA was externally validated by the British Safety Council in 2024 as "Best in Power and Utilities" for the Sword of Honour (H&S) and Shield of Honour (Wellbeing) accolades. IMS policy revision during 2024 specifically details management's commitment towards People of Determination to mitigate risk and ensure a safe area of work. In addition, DEWA has successfully conducted three follow-up refresher POD H&S inclusive awareness sessions and all Employees of Determination (EOD) signed an EOD Individual Risk Assessment. Between 2020 and 2024, DEWA trained 762 employees on the POD evacuation process, with 418 receiving training on the operation and use of POD evacuation chairs during 27 evacuation awareness workshops. In 2024 DEWA trained and licensed 154 employees as mental health first aiders (MHFA) to manage well-being and address inclusively the mental health issues of all DEWA staff in support of the Employee Assistance Programme (EAP).

DEWA is committed to providing a seamless experience and inclusive digital services that meet the needs of People of Determination, as well as easy access to information and services through its website and smart app in line with Digital Dubai Authority Standards. DEWA has created a page on its website to include and empower People of Determination. DEWA's website compliance scored 100% while the smart app attained a score of 10/10 in People of Determination Accessibility Evaluation Report by Digital Dubai Authority 2024, with Customers of Determination expressing a 97.64% level of satisfaction with DEWA's services.

DEWA's buildings have been equipped to be ready for all emergencies by placing audio and visual alarms, pull cord emergency alarms in toilets and evacuation wheelchairs on all building floors. All DEWA Customer Happiness Centres (Self-Service) provide accessible facilities to streamline services and access for People of Determination.

DEWA has launched a "digital sign language interpreter" powered by artificial intelligence (AI) to enhance the accessibility of information and translate DEWA's webpage content into sign language for People of Determination with a hearing disability. DEWA provides "Ash'ir", a live video chat service using sign language, enabling customers with hearing disability to communicate directly with the Customer Care Centre. DEWA also provides "Hayak", an online text chat with the option of a video chat service that allows customers to directly communicate with Customer Care Centre agents. DEWA also provides services through Rammas, a virtual employee that uses AI to answer customer inquiries in both Arabic and English.

DEWA is also the first UAE-based government organisation to obtain a verified WhatsApp business account supported by AI, allowing customers to communicate with DEWA 24/7 on 04-6019999 regarding all their inquiries.

In addition, DEWA has launched several campaigns to raise awareness on the inclusive facilities and services offered to them, in addition to tutorial videos in sign language to educate its customers on how to apply for various digital services through DEWA's website. Furthermore, DEWA conducted more than 84 awareness sessions to increase the knowledge of customers who are People of Determination and encourage them to adopt digital services.

In 2024, DEWA engaged with stakeholders such as Customers of Determination and Employees of Determination. DEWA collected their insights on several aspects by conducting focus groups with people with different disabilities to capture the needs of customers and engage them prior to the implementation of the initiative and marketing.

In addition to the above, DEWA provides a special discount for Sanad Card holders (UAE Nationals) on selected service fees. Moreover, DEWA provides exclusive offers and discounts for People of Determination through DEWA store, which is available on DEWA's smart app.

EMPLOYEES OF DETERMINATION

WORKING WITH EMPLOYEES OF DETERMINATION TOWARD AN INCLUSIVE WORKPLACE

DEWA has come a long way in supporting and empowering Employees of Determination at work and in society. Thus, it has launched many initiatives, programmers and services in accordance with deliberate plans and strategies that ensure an inclusive employment journey for our Employees of Determination.

DEWA has continued its efforts in developing an inclusive environment for its employees by providing all assistive technologies, reasonable accommodation and special equipment to its Employees of Determination with different disabilities.

DEWA has empowered the Absher Office, which consists of a qualified team from the Human Resources department, to provide all required administrative support to DEWA's Employees of Determination during the inclusive employment journey – from recruitment until retirement – by adopting best practice (locally and internationally). Also, the Absher Office supports the inclusion and empowerment of Employees of Determination in the workplace by providing equal opportunities to all Employees of Determination and ensure their engagement. In 2024, the Absher Office arranged 12 virtual activities, events and workshops for Employees of Determination – including lunch with them and their relatives, a visit to the Dubai Frame and Al Shindagha Museum, as well as participation in the Access Abilities Expo and the Ruwayyah, Careers UAE. The Office responds to their inquiries and provides them with reasonable accommodation, including suitable office furniture, technology or any other tools or equipment. It engages Employees of Determination through activities, initiatives and community events in line with DEWA's related policies and its guide for inclusion and empowerment.

In 2024, there was a special happiness gathering arranged for Employees of Determination, whereby 37 employees, Sadiqi and managers participated with the Absher team & HR Department representatives, with a special meet-and-greet interactive session conducted by His Excellency MD&CEO. The day was designed for POD engagement, with an interesting quiz, snacks and drinks, followed by photographs with His Excellency. The happiness of Employees of Determination reached 100% in 2024 while that of their relatives reached 98.07% during the same period.

DEWA has developed its capabilities as an inclusive institution and the number of employees trained in how to deal with People of Determination has increased from 4,458 in 2019 to 11,358 in 2024. Examples of courses conducted in 2024 include 'Skills on how to deal with People of Determination (smart learning)', 'Coaching Skills for Managers/Sadiqi of Employees of Determination', 'Awareness of Inclusive Dewa Health & Safety Guidelines', 'Professional Emirati Sign Language', 'Inclusion & accommodation awareness for POD and EOD Manager and Saddiqi Seminar'. All Employees of Determination have completed their annual training plan for 2024. The number of Employees of Determination with various disabilities increased from 19 in 2017 to 58 by the third quarter of 2024.

DEWA ACADEMY

PROMOTING INCLUSIVE EDUCATION AT DEWA ACADEMY

In 2024, DEWA Academy introduced several initiatives to support Students of Determination and those with special educational needs during the 2023-2024 academic year.

These initiatives included earning the Golden Certificate for universal accessibility, creating comprehensive educational reports and learning support plans (LSP), providing psychological and behavioural support, and launching staff training and awareness on how to interact with People of Determination and protect Students of Determination.

The academy also facilitated parental engagement activities, conducted internal screenings, and published inclusive registration procedures. Additionally, a counselling and well-being plan was implemented, Individual Education Plans (IEPs) with SMART goals were established and reviewed each term, and social/community outreaches were strengthened through visits by inclusive institutes and demonstrations of student projects such as SMART eyeglasses for People of Determination. Students engaged in volunteering activities, including a wheelchair project aimed at promoting independence for People of Determination. These initiatives culminated in a successful academic year, fostering an inclusive and supportive learning environment for all students.

FROM DEWA TO THE COMMUNITY 2024: INCLUDING AND EMPOWERING PEOPLE OF DETERMINATION

The Society Happiness Department at DEWA organised 2 awareness sessions on disability etiquette for (106 students) from the Zayed Educational Complex in Al Mazhar and DEWA summer programme participants. The sessions aimed to raise awareness about effective interaction and collaboration with People of Determination. Through interactive discussions, and practical examples, this initiative highlights DEWA's dedication to fostering a culture of inclusiveness and social responsibility among the younger generation.

In 2024, DEWA organised a dedicated summer camp for People of Determination, reflecting its commitment to inclusivity and empowerment. The camp featured a variety of engaging and tailored activities designed to enhance the skills, creativity and social interaction of the 110 participants. A highlight of the programme was an educational visit to the Dubai Frame, where participants explored the city's rich history and innovative future through an interactive and accessible experience. Alongside workshops, recreational programmes and skill-building sessions, the visit provided a unique opportunity for learning and inspiration.

A new initiative in 2024, the "Learning from Me" workshop, delivered by students from the Dubai Club for POD, aimed to promote skill-sharing and mutual understanding by empowering People of Determination to take on mentoring roles, while fostering a culture of inclusivity and collaboration among DEWA employees. This initiative sought to build stronger connections, enhance accessibility and support the integration of People of Determination into various social and professional environments. A total of 173 DEWA employees benefited from the workshops, which were held across DEWA's head office, Al Ruwayyah building and Warsan building. Organised to support DEWA's partners, the workshops included collaboration with Mai Dubai, DEWA's subsidiary. Taking place between Flag Day and National Day celebrations, these workshops reflect DEWA's commitment to inclusivity and sustainability.

DISASTER & EMERGENCY PLANNING & RESPONSE

CORPORATE RISK & RESILIENCE

DEWA prioritises corporate risk & resilience by adopting a proactive approach to anticipating and adapting to potential risks and threats, while effectively responding to and recovering from incidents to protect DEWA's critical infrastructure and ensure the delivery of our services according to the highest standards of availability, reliability, efficiency and sustainability.

Our risk & resilience programme is aligned with local and international best practice and standards such as AE/SCNS/NCEMA 7000:2015, ISO 22301:2019, ISO 31000:2018, BS 11200:2014 and PAS 60518:2020. The risk & resilience digitalisation programme continues to be one of the main pillars including processes and the use of AI technologies.

CORPORATE RISK MANAGEMENT (CRM)

DEWA integrates risk management into all its operations, considering regulatory requirements and broader objectives. Regular monitoring, review and reporting of risks helps to identify new and emerging risks, enabling effective mitigation plans.

Both top-down and bottom-up approaches are used to identify and mitigate risks, overseen by the Group Risk & Resilience Committee. This ensures that the full spectrum of risks is addressed and managed effectively. DEWA also utilises advanced technologies such as AI and machine learning to attain deeper insights, helping it maintain a competitive edge while ensuring the safety and reliability of services.

CRISIS AND BUSINESS CONTINUITY MANAGEMENT

In support of Dubai, the wider UAE resilience ecosystem and critical infrastructure, DEWA collaborates, co-ordinates, and communicates with multiple local government and semi-government entities in Dubai, as well as federal UAE entities, to share best practices and enhance the resilience of national critical infrastructure. This ensures continuous co-ordination and communication through participation, exercises, exchange of information, intelligence and response.

DEWA implements Crisis and Business Continuity Management by developing division-wide response and business continuity plans that are reviewed, tested and updated regularly. These plans ensure that the organisation is always prepared for potential disruptions. Joint response plans with strategic partners enhance a collaborative approach during emergencies, promoting efficient information sharing between local and national authorities.

DEWA also conducts extensive crisis mock drills, enacting scenarios such as cyber-attacks, fires, human error accidents and equipment failures. These exercises are vital in ensuring the organisation remains prepared and resilient, ensuring a secure future for Dubai's critical infrastructure.

Crisis communications is an important pillar of crisis and business continuity management. featuring pre-defined holding statements to ensure prompt and effective communication with employees and the public during emergency situations, as well as facilitating direct communication with the Dubai Media Office.

DEWA CYBER RESILIENCE FRAMEWORK

Given its status as critical national infrastructure, DEWA places paramount emphasis on cyber security. To fortify its cybersecurity measures, DEWA has instituted a comprehensive framework consisting of four pillars. These pillars integrate unique technologies, processes, guidelines and international and local standards, all managed by a dedicated team. The overarching goal is to establish a posture of cyber resilience by leveraging existing policies and frameworks.

The four pillars of DEWA's Cyber Resilience Framework are as follows:

1. **Manage & Protect:**
   Involves overseeing security defences and safeguarding DEWA from cyber threats. This pillar identifies critical assets, assesses associated risks and implements control measures, reviews and audits. Various measures include information security policies, malware protection, identity and access control, staff training, encryption, physical security and supply chain risk management.

2. **Identify & Detect:**
   Focuses on monitoring DEWA's information, information systems and industrial control systems for anomalies through security monitoring and active detection.

3. **Respond & Recover:**
   Aims to manage cyber incidents promptly and effectively, limiting harm and restoring functionality post incident. This involves incident response management, IT service continuity management, business continuity management and information sharing.

4. **Govern & Assure:**
   Encompasses activities at the board and senior management levels to ensure oversight and validation of cyber resilience.

This pillar includes a comprehensive risk management programme, external validation/certification, board commitment, governance structure and continual improvement processes. DEWA's Cyber Resilience Framework integrates unique technologies such as AI, Big Data, Zero Trust, Automation, Simulation and Integration. It further incorporates distinct processes, guidelines and adherence to international and local standards. The dedicated and collaborative team ensures the framework's effectiveness. Moreover, the framework adheres to multiple international and local security standards, including ISO 27001, ISO 27014 for Corporate Security Governance, ISO 38500 for Corporate Governance of Information Technology and the Dubai Information Security Regulation (ISR). With this framework in place, DEWA's 24x7 Cyber Defence Centre thwarted more than 38.2 million average threats in 2024 and has had zero security breaches in the past 10 years. The Cyber Defence Centre processed more than 55,000 indicators of compromise in 2024 and over 181,950 vulnerabilities were mitigated during the same year.

OUR CYBER SECURITY FRAMEWORK

Manage & Protect

Managing security defenses and protecting DEWA from Cyber threates

Identify & Detect

Monitoring DEWA's information systems and industrial control systems for anomalies

Govern & Assure

Overseeing and ensuring cybersecurity and cyber resilence in DEWA

Respond & Recover

Develop and implement the appropriate activities to take action regarding a detected cybersecurity event and restore impacted services

CORPORATE GOVERNANCE

DEWA'S GOOD GOVERNANCE

Dubai Electricity and Water Authority (DEWA PJSC) is a leading utility provider that plays a pivotal role in delivering sustainable, reliable and innovative energy and water services to the Emirate of Dubai. As part of its commitment to excellence, DEWA places a strong emphasis on governance practices that ensure transparency, accountability and alignment with international best practice.

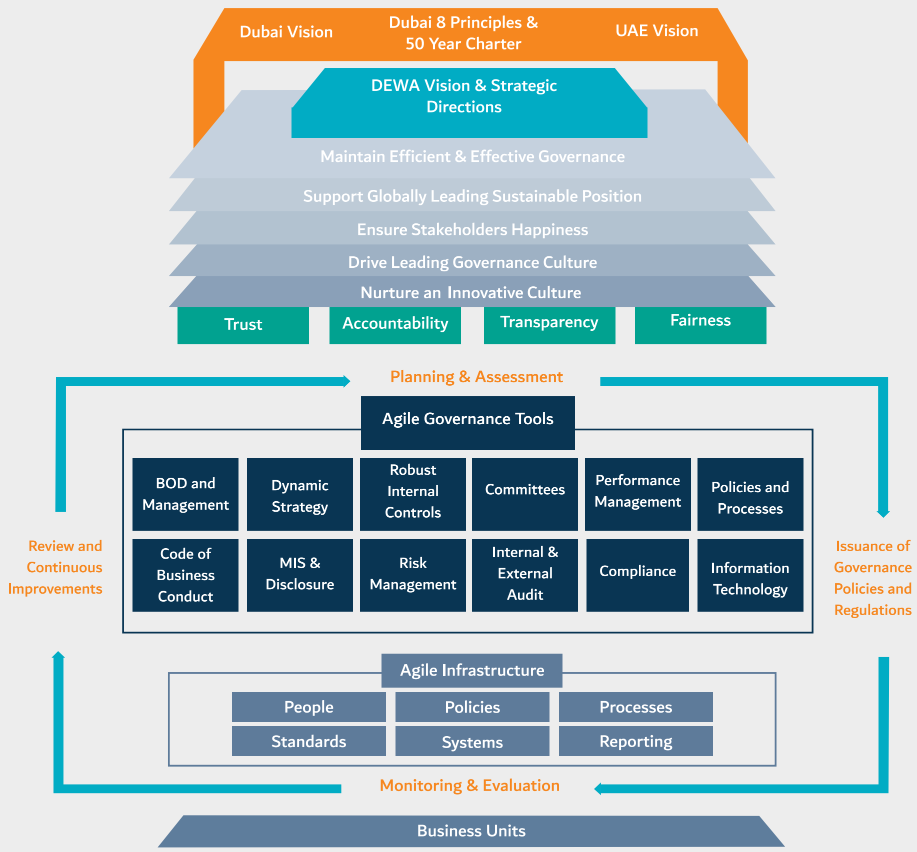
DEWA's governance framework is designed to enhance its operational efficiency, promote a culture of governance and foster long-term sustainability. The authority adheres to a robust system of internal controls, compliance standards and ethical guidelines that support its mission to provide world-class services while contributing to Dubai's development as a smart, sustainable city.

At the heart of DEWA's governance is a strategic focus on corporate responsibility, stakeholder engagement and environmental stewardship. The governance structure is built on clear roles and responsibilities, ensuring that decision-making processes are efficient, transparent and in line with the organisation's objectives of innovation, sustainability and customer satisfaction.

Through its comprehensive governance approach, DEWA not only meets regulatory and industry requirements but also sets a benchmark for corporate leadership. By delivering exceptional value to stakeholders and reinforcing its reputation as a trusted provider of essential public services, DEWA meets the governance guidance and requirements of ISO 37000 for the governance of organisations, BS 13500 for effective governance management systems, the Security and Commodity Authority (SCA) and the Dubai Financial Market (DFM).

To serve the interests of DEWA's stakeholders, DEWA's corporate governance system is subject to ongoing review, assessment and improvement. The Board proactively adopts governance policies and practices designed to align the interests of the Board and Management with those of stakeholders, and to promote the highest standards of ethical behaviour at every level of the organisation.

See DEWA's Governance details for full details: Corporate Governance & Strategy (dewa.gov.ae)



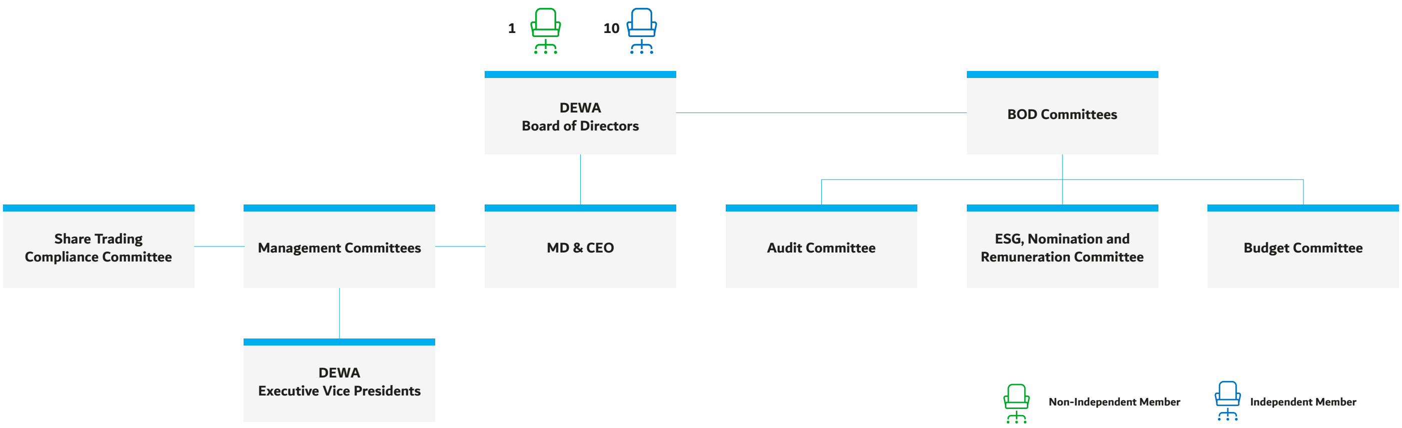
DEWA Good Governance Framework

DEWA BOARD OF DIRECTORS

APPOINTMENT

DEWA's Board of Directors, pursuant to its jurisdiction stipulated under Law No. 27 of 2021 and DEWA's Articles of Association, defines the strategic business guidelines and directions for DEWA and supervises their implementation.

DEWA's Board of Directors comprises 11 members, with 90% being independent directors.



DEWA Governance Structure

COMPOSITION

The composition of the Board reflects various complementary experiences, enabling its members to safeguard and promote the interests of the organisation and all stakeholders.

Female Representation on the Board:

Dr Moza Suwaidan was appointed as a non-executive Board member in 2021. Currently, there is one female member on the Board, which is in compliance with the SCA's Corporate Governance Rules.

Where Board vacancies arise, we will actively seek out larger female representation while also considering all qualified candidates, regardless of gender and recognising that the appointment or election of directors is subject to shareholders' approval in the General Assembly in accordance with the provisions of DEWA's Articles of Association.

PROFILES AND EXPERIENCES OF BOARD MEMBERS

HE Matar Humaid Al Tayer
Chairman of the Board of Directors – Non-Executive Board Member (since 2004)

HE Matar Al Tayer has served as the Chairman of the Board of Directors of the Group since 2004. He is also the vice chairman and a board member of the Al Tayer Group of Companies. Between 2003 and 2011, HE Matar Al Tayer was the Chairman of Oman Insurance. He was the Undersecretary at the UAE Ministry of Communication from 1992 to 1997 and UAE Minister of Labour and Social Affairs from 1997 and 2004. HE Matar Al Tayer holds a degree in business administration from the University of Denver, Colorado, in the US.

HE Saeed Mohammed Al Tayer
Board Member and MD & CEO – Executive Board Member (since 2004)

HE Saeed Mohammed Al Tayer was appointed Managing Director and Chief Executive Officer of the Group in 2004 and has been as a member of the Board of Directors since then. He has more than 35 years of experience in the fields of telecommunications, energy and water.

He is the Vice-Chairman of the Dubai Supreme Council of Energy, a member of the Dubai Council, a member of the Dubai Executive Council and Strategic Affairs Council, a member of the Dubai Supreme Fiscal Committee, Chairman of Emirates National Oil Company (ENOC) and Vice Chairman of the Board of Directors of Emirates Global Aluminium (EGA). He is the first UAE personality to be awarded an honorary fellowship from the Energy Institute (EI) in the UK. HE Saeed Al Tayer holds a bachelor's degree in business administration from Columbus State University, Georgia, in the US. He has been conferred with an honorary doctorate by Amity University in Dubai.

HE Khalfan Ahmad Harib
Board Member – Non-Executive Board Member (since 2002)

Audit Committee member

HE Harib has been Chairman of the Central Grievance Committee for employees of Dubai Government departments since 2008 and a Board member of the Consultative Commission for the Supreme Council of the Arab States of the Gulf since 2010. He had also occupied positions such as Director of His Highness The Ruler's Court, Government of Dubai, from 2005 to 2008, Deputy Chairman of the Sheikh Zayed Housing Programme from 2006 to 2012, Chairman of the Mohammed bin Rashid Housing Establishment from 2004 to 2008, Deputy Chairman of the Judiciary Council of the Dubai Government from 2004 to 2008, Chairman of the Dubai Educational Establishment from 2004 to 2008, Board Member of the Executive Council, Government of Dubai, from 2002 to 2008, Director General of the Dubai Finance Department from 2001 to 2006, and Director of Financial Affairs at His Highness The Ruler's Court from 1996 to 2001. Mr. Harib holds a degree in management information systems from the University of Arizona in the US.

HE Majid Hamad Rahma Al Shamsi
Board Member – Non-Executive Board Member (since 1992)

HE Al Shamsi serves as the first Vice Chairman of the Dubai

Chamber of Commerce and Industry since 2007 and has been a director of the Group since 1991. He is the Chairman of Union Coop, Dubai, as well as Chairman of the Consumer Co-operative Union of the UAE, Chairman of the Board of Trustees of the University of Dubai, and Chairman of Hamad Rahma Al Shamsi General Trading. He was a Member of the Federal National Council. HE AlShamsi holds a bachelor's degree in management and finance from New York University.

Mr Saeed Mohammed Al Shared

Board Member – Non-Executive Board Member (since 1992)

Mr Al Shared, the Audit Committee Chairman, is a Board member of Union Coop and a member of the UAE Accounting & Auditing Association. He is an accredited auditor in the Ministry of Economy. His previous positions include General Manager of Emirates Transport, Chairman of the Board of Directors of Emirates Islamic Bank and a Member of the Board of Etisalat. He holds a bachelor's degree in accounting & business administration from UAE University.

Mr Mohammed Juma Al-Suwaidi

Board Member – Non-Executive Board Member (since 2021)

Mr Al-Suwaidi has been a director at DEWA since 2021. He is Assistant Secretary General of the Supreme Legislation Committee in Dubai (since 2015) and a judicial member of the Rental Dispute Resolution Center in the Emirate of Dubai (since 2014). Prior to that, he held key legal and legislative roles in the Dubai Government's Legal Affairs Department. Mr. Al Suwaidi holds a bachelor's degree in law from the University of Sharjah.

Mr. Al Sayed Abdullah Mohamad Al Hashemi

Board Member – Non-Executive Board Member (since 2004)

Mr Al Hashemi, an Audit Committee Member, has been a director of the Group since 2004. He is currently a member of the investment board of Emirates REIT (CEIC) plc. He also acts as an arbitrator for the UAE Federal Government and the Dubai Government, and is involved in the design of projects undertaken by Al Hashemi Consultant Office. Past roles include Board Director at Dubai Islamic Bank, Head of Planning at Dubai Municipality and Board Director at the Private Housing Finance scheme. Mr Al Hashemi holds a bachelor's degree in architecture from the Fine Arts Academy in Egypt.

Dr Moza Shaiban Sweidan

Board Member – Non-Executive Board Member (since 2021)

Dr Suwaidan serves as Director of Strategy and Innovation, and Consultant to the Director General Consultant of the Digital Dubai Authority. Before that, she was Director of the Information Technology Department at Dubai Culture, and also worked for Dubal Aluminium. She has over 20 years' experience in information technology and strategic planning, and has held key roles in the government and the private sector. Dr Suwaidan holds a PhD in quality management from Hamdan Bin Mohammed Smart University and an MBA from the American University in Dubai.

Mr Hilal Khalfan Bin Dhaher

Board Member – Non-Executive
Board Member (since 2003) and Chairman of the ESG, Nomination and Remuneration Committee (since 2021)

Mr Hilal Bin Dhaher has been a member of the Board of Directors of DEWA since 2003. During his 23 years' professional career at Citibank NA, UAE, Mr Hilal served as VP in different sectors such as corporate banking and consumer banking, and established the first outsourcing concept for Citibank in UAE, which resulted in a reputable business model. Mr Hilal serves on the Boards of Dubai Holding and Emirates Global Aluminium (EGA). He is also a member of the Human Capital Committee and the Finance & Commercial Committee at EGA. Formerly, he served on the Board of Directors of different entities such as the UAE Central Bank, the Majid Al Futtaim Group (MAF), the Securities & Commodities Authority (SCA), Dubai Aluminium company (DUBAL) and Emirates Aluminium company (EMAL). Mr Hilal obtained a bachelor's degree in business administration from the University of Arizona in the US. He attained his MBA while at the Citibank Training Centre in Athens, Greece, covering credit, treasury & operations.

Mr Obaid Bin Mes'har

Board Member – Non-Executive
Board Member (since 1995) and Member of ESG, Nomination and Remuneration Committee (since 2021)

Mr Mes'har has been a director of the Group since 1995. He has over 35 years of experience in the telecoms, water and electricity industries, and runs a mediation/arbitration practice in this field. His previous positions include Chairman of the Etisalat Investment Committee, Chairman of Canartel (CDMA) operator in Sudan, Chairman of Zantel (a fixed and mobile operator in Tanzania), Chairman of the Etisalat Academy, member of the Dubai e-Government executive team, Board Member of Etihad Etisalat, Atlantique Telecom (a GSM operator in six West African countries), and Board Member of the Mohammed bin Rashid Housing Establishment. Mr Mes'har holds a bachelor's degree in finance and business administration from UAE University and an MBA from the University of Minnesota in the US.

Mr Nabil Abdulrahman Ahmad Arif

Board Member – Non-Executive
Board Member (since 1995) and Member of the ESG, Nomination and Remuneration Committee (since 2021)

Mr Arif has been a director of the Group since 1995. He is also a member of the Board of Mustafa Bin Abdullatif Investment LLC and Najibi Investment Company. Mr Arif is a founding member of the UAE Society of Engineers and a founding partner of M/S Arif & Bintoak Consulting Architects & Engineers. He obtained a bachelor's degree in civil engineering from the Loughborough University of Technology, in the United Kingdom, in 1973.

STATEMENT OF OWNERSHIP

STATEMENT OF OWNERSHIP AND TRANSACTIONS OF BOARD MEMBERS IN DEWA'S SHARES DURING 2024

S.N	Name	Position/ Relationship	Total sale during 2024	Total purchase during 2024	Owned shares as on 31 Dec. 2024
1	HE Matar Humaid Al-Tayer	Chairman	N	N	1,612,903
2	HE Saeed Mohammed Ahmad Al Tayer	Member	N	N	20,161,290
3	HE Khalfan Ahmad Harib	Member	N	N	N
4	HE Majid Hamad Rahma Al Shamsi	Member	N	N	40,866
5	Mr Hilal Khalfan Bin Dhaher	Member	N	N	N
6	Mr Al Sayed Abdullah Mohamad AlHashemi	Member	N	N	N
7	Mr Obaid Bin Mes'har	Member	N	N	N
8	Mr Saeed Mohammed Al Shared	Member	N	N	N
9	Mr Nabil Abdulrahman Ahmad Arif	Member	N	N	250,000
10	Mr Mohammed Juma Al-Suwaidi	Member	N	N	N
11	Dr Moza Shaiban Sweidan	Member	N	N	N

BOARD REMUNERATION

Subject to approval by the shareholders at the upcoming general assembly in March 2025, the total remuneration to be paid to the Board of Directors is AED 39.5 million.

BOARD REMUNERATION POLICY

The remuneration of the Board of Directors is governed by the DEWA PJSC Articles of Association and applicable corporate governance regulations.

The Board Members' compensation is structured in compliance with Article No. 36 related to "Board of Directors Remuneration" of DEWA's Articles of Association.

BOARD EVALUATION

The Board of Directors of DEWA PJSC is committed to maintaining the highest standards of corporate governance. As part of this commitment, a structured Board Evaluation Process is conducted to assess the effectiveness, performance and contributions of the Board, its committees and directors. The Board evaluation process covers the following, but is not limited to, Board performance, committee effectiveness and director contributions:

- All evaluation results are used to enhance Board performance.
- Furthermore, the process aligns with DEWA's Articles of Association and applicable corporate governance regulations.

BOARD MEETINGS AND RESOLUTIONS IN 2024

BOARD MEETINGS

During 2024, a total of five (5) board meetings were held. Invitations and the agendas were sent to the members ahead of the meeting date, and details of issues and decisions made during the meetings were recorded as minutes, taking into account any members' opinions expressed during the meetings.

The Board appreciated and acknowledged the efforts of DEWA's management and employees throughout 2024. Management and employees are constantly encouraged to aspire for excellence to deliver sustainable value to stakeholders.

DEWA's Articles of Association require that the Board of Directors meet a minimum of four (4) times each year. The quorum for meetings is a majority of directors, and approval on subjects is by majority vote of attendees.

The following table sets forth the meetings held by DEWA's Board of Directors in 2024:

S.N	Name	Position	1st Meeting	2nd Meeting	3rd Meeting	4th Meeting	5th Meeting
1	HE Matar Humaid Al-Tayer	Chairman	P	P	P	P	P
2	HE Saeed Mohammed Ahmad Al Tayer	Member	P	P	P	P	P
3	HE Khalfan Ahmad Harib	Member	P	P	P	P	P
4	HE Majid Hamad Rahma Al Shamsi	Member	P	P	P	P	P
5	Mr Hilal Khalfan Bin Dhaher	Member	P	A	P	P	P
6	Mr Al Sayed Abdullah Mohamad AlHashemi	Member	P	P	P	P	P
7	Mr Obaid Bin Mes'har	Member	P	P	P	P	P
8	Mr Saeed Mohammed Al Shared	Member	P	P	P	P	P
9	Mr Nabil Abdulrahman Ahmad Arif	Member	P	P	A	P	P
10	Mr Mohammed Juma Al-Suwaidi	Member	A	P	P	P	P
11	Dr Moza Shaiban Sweidan	Member	P	P	P	P	P

P – Present, A – Absent

BOARD RESOLUTIONS

During the year 2024, the Board of Directors passed several resolutions during the meetings. No circular resolutions were passed.

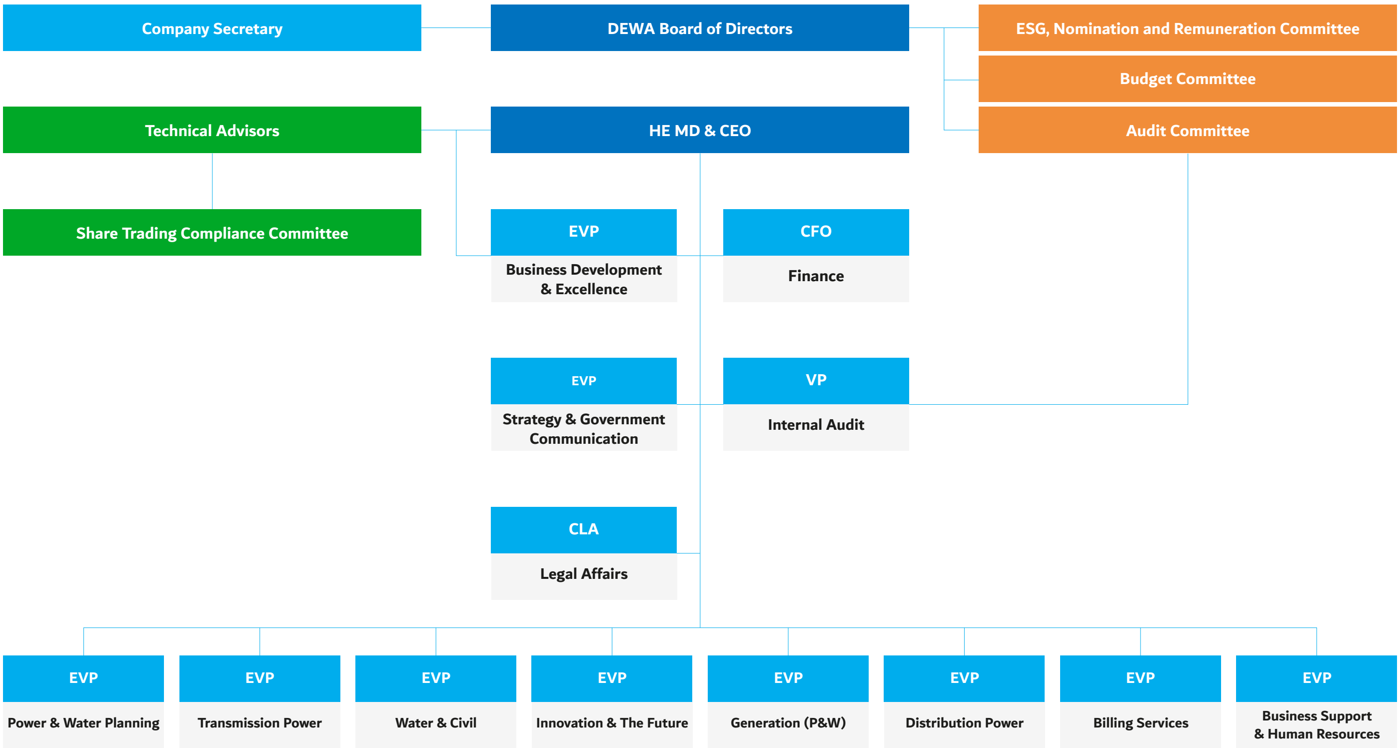
GENERAL ASSEMBLY (GA) MEETING HELD IN 2024

The Board convened an Annual General Assembly Meeting on 28 March 2024, where the following decisions and resolutions were made:

1. Approve the Board of Directors' report on the Company's activities and its financial position for the financial year that ended on 31 December 2023.
2. Approve the auditor's report for the financial year that ended on 31 December 2023.
3. Approve the Company's balance sheet and profit and loss account for the financial year that ended on 31 December 2023.
4. Approve the interim cash dividend amounting to AED 3.1 billion (6.2 fils per share) for the first half of 2023 which were distributed to the shareholders according to the Board of Directors decision issued on 10 August 2023.
5. Approve the Board of Directors' recommendation regarding the distribution of a cash dividend amounting to AED 3.1 billion (6.2 fils per share) for the second half of 2023, which was paid to the Company's eligible shareholders in April 2024.
6. Authorise, approve and delegate the Board of Directors of DEWA to pay a cash dividend of AED 3.1 billion (6.2 fils per share) for the first half of 2024 in October 2024.
7. Absolve the members of the Board of Directors of liability for the financial year that ended 31 December 2023.
8. Absolve the auditors of liability for the financial year that ended 31 December 2023.
9. Approve the appointment and fees of the external auditor for DEWA for the fiscal year ending on 31 December 2024.
10. Approve the total renumeration for the Board of Directors of DEWA for the financial year that ended on 31 December 2023, as specified in DEWA's corporate governance report.

DEWA's ORGANISATIONAL STRUCTURE

The below diagram highlights DEWA's organisational structure and reporting channels:



DEWA Organization Structure

DELEGATION TO MANAGEMENT

The Board of Directors of DEWA plays a pivotal role in guiding and directing the organisation towards achieving its long-term strategic goals. While the Board holds ultimate responsibility for overseeing DEWA's overall direction and ensuring its alignment with broader objectives, the day-to-day operations are managed by the MD & CEO and divisional Executive Vice Presidents. These operations are carried out in strict adherence to Law No. 27 of 2021, DEWA's Articles of Association and the instructions provided by both the Board and the General Assembly.

To streamline decision-making and increase operational efficiency, the Board has the authority to delegate specific powers to various committees or to the CEO. This delegation is in full compliance with the governing laws and organisational framework and is subject to regular assessments and adjustments, as necessary, by the Board and the Audit Committee to ensure its effectiveness and alignment with DEWA's evolving needs.

INTERNAL CONTROL SYSTEM

ROLE OF THE BOARD IN INTERNAL CONTROL

As a leading utility company and a publicly listed entity, DEWA recognises the importance of internal controls for sustained success and growth. In line with the revised governance regulations by the Securities and Commodities Authority (SCA) in 2024, DEWA has established a comprehensive Internal Controls over Financial Reporting (ICFR) framework based on COSO guidelines and an independent ICFR function.

In 2024, DEWA's ICFR programme evaluated over 700 key internal controls across the DEWA group, assuring the Board and wider stakeholders that an adequate system of internal controls and risk management is in place for smooth regulatory compliance and effective governance.

INTERNAL CONTROL SYSTEM PROCESS

DEWA'S COMMITMENT TO EXCELLENCE IN INTERNAL CONTROL AND RISK MANAGEMENT

DEWA's Board oversees the organisation's risk management and internal control systems, with regular reviews to ensure their effectiveness. To support these efforts, the Audit & Risk Committee (ARC) has been delegated the responsibility of overseeing internal controls related to financial reporting, with periodic monitoring by the Board.

His Excellency, the MD & CEO, is committed to fostering a robust internal control environment within DEWA that drives sustainable growth while aligning with Dubai's economic and sustainability objectives. In alignment with these governance principles, DEWA has established an independent ICFR function tasked with the development and execution of the ICFR programme, further reinforcing its dedication to transparency and accountability.

INTERNAL CONTROL OVER FINANCIAL REPORTING

DEWA has implemented a sector tailored ICFR framework for the group to manage risks, optimise opportunities and support the achievement of business objectives. Leveraging the COSO model, DEWA customised the framework to align with its operational environment. The framework includes a robust ICFR programme aimed at ensuring the reliability, accuracy and timeliness of financial reporting while ensuring DEWA deploys leading practices across the board.

Based on the approved ICFR framework, the management has rolled out the DEWA ICFR programme for FY24 to test the internal controls relevant for the ICFR programme. During testing for any identified improvement areas, detailed impact analyses were conducted to evaluate their effect on the overall control environment, considering the severity, likelihood and implications for accuracy. DEWA has rolled out FY 2024 ICFR program in accordance with the guideline of SCA and DEWA approved ICFR framework. The management is in process to develop and implement remediation plan to address any areas identified for improvement.

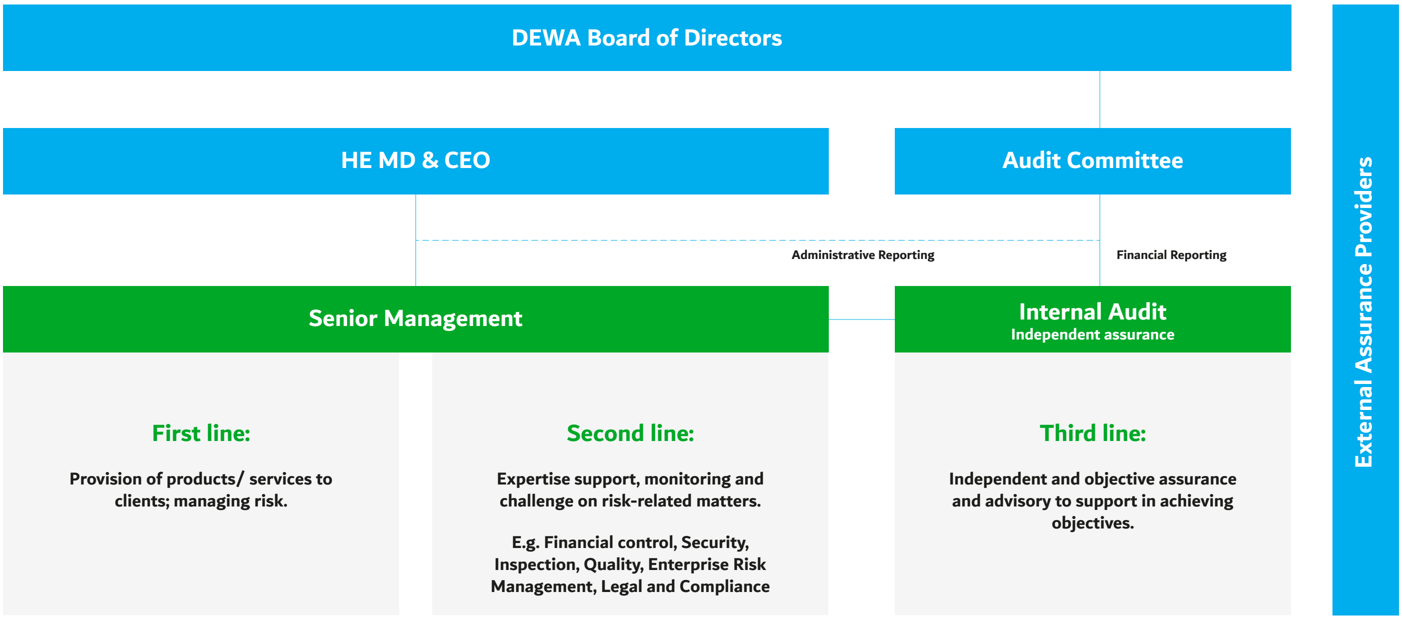
GOVERNANCE OVER ICFR PROGRAMME

Since the ICFR programme commenced its initial year of implementation in 2024, HE MD & CEO has established and chaired the ICFR steering committee to regularly monitor the implementation and overall progress of the ICFR programme. The Audit and Risk Committee (ARC) received regular updates on the roll out and outcomes of the programme throughout the year. The ARC has determined that the Group is on track to successfully implement the programme while ensuring continuous oversight. The ARC also provides periodic updates (at least annually) to the Board for them to responsibly execute the role assigned under SCA governance rules.

INHERENT LIMITATIONS OF INTERNAL CONTROLS

While DEWA's ICFR framework and programme are designed to effectively manage risks and ensure the reliability of financial reporting, it is important to recognize that internal control systems, regardless of how well designed, have inherent limitations. These systems may not always prevent or detect misstatements. Additionally, any evaluation of the effectiveness of these controls for future periods carries the risk that internal controls may become inadequate due to changes in conditions or the degree of compliance. However, the ICFR programme will continuously monitor and improve the internal controls environment.

Internal control within DEWA is established via the implementation of the Three Lines model:



DEWA Three Lines Model

BOARD AND MANAGEMENT COMMITTEES

The Board is empowered to establish Board committees and delegate powers to such committees as necessary or appropriate. The Board delegates certain functions to well-structured committees but without renouncing its own responsibilities.

Board committees are an effective way to distribute work among Board members and allow for more detailed consideration of specific matters. All Board committees' function on behalf of the Board, and the Board is responsible for constituting, assigning, co-opting and determining the terms of service for Board committee members.

The Board has three (3) committees, each with its charter that defines the obligations, duration and authority. These committees are regularly monitored by the Board to assess their performance and commitment. These committees are: 1. Audit Committee, 2. ESG, Nomination and Remuneration Committee, and 3. Budget Committee.

Furthermore, the Share Trading Compliance Committee, which is a management committee, is also in place. It aims to supervise the transactions of the insiders and their ownership of the Company shares.

AUDIT COMMITTEE

The Board constituted an Audit Committee that monitors financial statements, reviews and recommends changes to DEWA's financial and internal control systems, and reviews terms of appointment, while maintaining an appropriate relationship with its external auditors.

The Audit Committee's key responsibilities include, but are not limited to, reviewing and monitoring the integrity of annual and interim financial statements, advising on the appointment of external auditors, supervising their independence and reviewing the effectiveness of the external audit and internal audit process. The Audit Committee consists of the following members:

S. No.	Committee Members	Position	1st Meeting	2nd Meeting	3rd Meeting	4th Meeting	5th Meeting
1	Mr Saeed Mohmmed Al Shared	Chairman	P	P	P	P	P
2	HE Khalfan Ahmad Harib	Member	P	P	P	P	P
3	Mr Abdulla Mohammad Al Hashemi	Member	P	P	P	P	P

P – Present, A – Absent

DEWA's Management is responsible for implementing internal controls across DEWA's processes and operations. The Internal Audit Department is responsible for evaluating the effectiveness of Internal Control processes.

ESG, NOMINATION AND REMUNERATION COMMITTEE

The ESG, Nomination and Remuneration Committee assists the Board in fulfilling its responsibilities in relation to environment, social and governance matters, in addition to the qualifications, compensation, appointment and succession of the Company's directors and key management personnel.

The Committee also oversees the Company's nomination process for the Board of Directors and continuously monitors the independence of the independent members of the Board.

The ESG, Nomination and Remuneration Committee consists of the below members:

Committee Members	Position	1st Meeting
Mr Hilal Khalfan Bin Dhaher	Chairman	P
Mr Obaid Bin Mes'har	Member	P
Mr Nabil Abdulrahman Ahmad Arif	Member	P

P - Present, A - Absent

BUDGET COMMITTEE

The Budget Committee reviews and approves DEWA's standalone proposed annual budget and submits recommendations for approval to the Board of Directors. The Committee meets once every year.

SHARE TRADING COMPLIANCE COMMITTEE

The Share Trading Compliance Committee oversees the implementation of an effective process to maintain an updated register of insiders and monitor their adherence to the Insider Trading policy.

The key responsibilities of this Committee are to supervise the transactions of insiders and their ownership of the Company's shares, and provide the DFM with periodic reports on the transactions of insiders.

The Committee's members are as follow:

Committee Members	Position	1st Meeting
Chief Financial Officer	Chairman	P
Head of Investor Relations	Member	P
Vice President – Internal Audit	Member	P
Board Secretary	Member	P

ETHICS AND COMPLIANCE POLICIES

ANTI-BRIBERY AND CORRUPTION AND FRAUD POLICY

Dubai Electricity and Water Authority (DEWA) has implemented a comprehensive Anti-Bribery Management System (ABMS) designed to prevent fraud, bribery and corruption across its operations. Based on international standards such as ISO 37001:2016, this system is aimed at ensuring transparency and ethical conduct, aligning with DEWA's Code of Business Ethics. The ABMS outlines clear standards for behaviour and compliance with local and international laws, and emphasises integrity in business dealings.

The framework serves several key purposes, including fostering a culture of ethical behaviour throughout the organisation, identifying risks related to bribery, and ensuring that all employees, contractors and stakeholders are aware of their responsibilities. It is also designed to promote awareness of anti-bribery measures through training and communication, ensuring compliance with both UAE laws and international regulations.

DEWA's ABMS is aligned with its values, strategic objectives and the unique conditions of its operations. It also takes into account both internal and external factors, such as legal obligations, governance and the expectations of stakeholders. These stakeholders include DEWA employees, government entities, customers, suppliers and the general public. Through the implementation of this system, DEWA aims to enhance accountability, improve anti-bribery indicators and meet its objectives while managing risks and opportunities related to bribery and corruption.

Ethics & Compliance policies

- **Anti-Bribery & Corruption and Fraud policy**
- **Conflict of Interest policy**
- **Gift & Hospitality policy (part of DEWA Code of Conduct)**
- **Anti-Money Laundering policy**
- **Whistleblowing policy**

For more details related to Anti-Bribery and Corruption and Fraud policy, please refer to https://www.dewa.gov.ae/en/about-us/strategy-excellence/corporate-governance-and-strategy

CONFLICT OF INTEREST POLICY

DEWA is committed to implementing an effective policy to prevent conflict of interest and uphold integrity in execution of duties and responsibilities, ensuring compliance with applicable legislation. The Company conducts its business in a manner that upholds and safeguards the rights and legitimate interests of all stakeholders, based on the principle of fair treatment and non-discrimination.

Our conflict of interest rules set forth requirements for the avoidance and management of conflicts of interest that may arise in some activities, including the avoidance of situations that merely give the impression of a conflict of interest. Hence, any conflicts of interest must be promptly disclosed so that the appropriate course of action can be taken to protect DEWA's interests.

For more details related to DEWA's Conflict of Interest policy, please refer to https://www.dewa.gov.ae/en/about-us/strategy-excellence/corporate-governance-and-strategy

MANAGEMENT INFORMATION SYSTEM (MIS) AND DISCLOSURE

Management Information System (MIS) is vital for decision-making, co-ordination, control, analysis and visualisation of information in DEWA. A complex organisation like DEWA requires multiple systems but needs an overarching platform to allow for more effective, data-driven decision-making.

The implementation of the SAP Enterprise software platform and the SAP Governance, Risk & Compliance (GRC) system to automate and monitor all transactions has significantly enhanced the control system, making it much more robust. Governance monitoring and reporting are now driven by technology and automated processes, with dashboards facilitating graphic information flows.

The integrity of data and its prompt processing are crucial enablers for DEWA to improve current products and services and design innovative services that respond to the changing needs of its stakeholders. DEWA has implemented a data governance model to ensure transparency, responsibility and accountability in the use of this data, in conformity with Dubai Government legislations related to Open and Big Data.

CORPORATE RISK & RESILIENCE

DEWA (PJSC) is a globally leading sustainable, innovative corporation committed to achieving net zero by 2050, aligning with the vision and directives of the leadership of the UAE and the Emirate of Dubai. This ensures the fulfilment and readiness of its management system to effectively manage potential risks and threats, which supports its mission and acts as a road map for achieving the vision to guide DEWA's strategic direction.

Risk and resilience are integral to DEWA's strategic direction. The organisation proactively anticipates and adapts to risks and threats, while effectively responding to and recovering from incidents to safeguard Dubai's critical infrastructure. In doing so, DEWA ensures that risks and threats are mitigated, and electricity and water services are maintained according to international standards – such as ISO31000 for Risk Management, ISO22301 for Security and Resilience – Business Continuity Management System and BS11200 for Crisis Management Guidelines – to achieve reliability, availability, efficiency and quality.

In supporting Dubai, the wider UAE resilience ecosystem and critical national infrastructure, DEWA ensures continuous co-ordination and communication through active participation and exchange of information, intelligence and responses with local and national-level ministries and authorities to share best practices and enhance the resilience of critical national infrastructure.

The Board of Directors retains the responsibility of overseeing DEWA's risk and resilience approach, while the Group Risk & Resilience Committee is responsible for providing leadership and direction on all risk and resilience matters, including the management of emerging threats and risks.

EXTERNAL AND INTERNAL AUDIT

EXTERNAL AUDIT

KPMG Lower Gulf Limited (KPMG) has been appointed as the Company's external auditor for the fiscal year 2024. KPMG provides an independent auditors' report in accordance with International Standard of Auditing (ISAs) and International Financial Reporting Standards (IFRS); and submits Internal Control Reports (ICRs). It is worth mentioning that there are no qualified opinions made by DEWA's external auditors in the annual financial statements for the year 2024.

DEWA has well-established disclosure and communication policies and prepares its annual accounts according to the International Financial Reporting Standards. The entire accounting system is powered by the SAP S/4HANA system. DEWA releases its audited financial statements on an annual basis to all relevant stakeholders.

External Audit Details	2024	2023
Name of the audit office and Partner auditor	KPMG LOWER GULF LIMITED Mr. Emilio Pera	KPMG LOWER GULF LIMITED Mr. Emilio Pera
Number of years he served as the Company's external auditor (from the year DEWA became listed)	3	2
Audit Fee - DEWA and its subsidiaries (AED)*	2,196,373	1,630,670
Audit related services - DEWA and its subsidiaries (AED)*	1,316,448	795,215
Non-audit services - DEWA and its subsidiaries (AED)*	1,096,800	949,810
Statement of other services that an external auditor other than the Company's accounts auditor provided (if any). In the absence of another external auditor, this matter is explicitly stated.	**EY** a. Ph-3 commercial & financial advisory b. Tax Services c. Phase VII Feasibility Study **Deloitte** a. Co-Sourcing - ICFR Audit **PWC** a. Implement internal controls framework **WTS Dhruva** Tax Retainership Services	**EY** a) Consultancy Services for Preparing HR Manual b) SAP GRC Risk Management c) ISO 50001: Energy Management System d) Advisory services for Phase VI Solar PV e) Tax Advisory Services **Deloitte** a) Advisory services for Hassyan Phase II **Emirates Chartered Accountant Group** a) Tax Advisory Services

* This is fee excludes outlays and VAT

RELATED PARTY TRANSACTIONS

The Group transacts with the Government of Dubai, subsidiaries, joint ventures and entities controlled, jointly controlled or significantly influenced by the Government of Dubai within the scope of its ordinary business activities. Since the Group is majority owned by the Government of Dubai post its listing of shares on Dubai Financial Market (DFM), these entities are jointly referred to as 'government-related entities'.

No.	Statement of the Relevant Party	Explanation of the Nature of the Relationship	Transaction Type	Transaction Volume - 2024 AED - Million
1	Department of Finance (DOF)	Entity under Government of Dubai is a related party to DEWA	Collection from DOF	2,234
2	Dubai Municipality & Others	Entities under Government of Dubai are related parties to DEWA	Handling Charges	57
3	Entities Owned by Government of Dubai	Entities under Government of Dubai are related parties to DEWA	Purchase of Fuel	7,766
4	Emirates Global Aluminium	Entity under common control	Purchase of Water	9
5	Emirates NBD	Entity under Government of Dubai is a related party to DEWA	Repayment of Borrowing	8,150
6	Emirates NBD	Entity under Government of Dubai is a related party to DEWA	Short Term Deposit Matured	4,860
7	Emirates NBD	Entity under Government of Dubai is a related party to DEWA	Borrowing	5,129
8	National Bond Corporation	Entity under Government of Dubai is a related party to DEWA	UAE National Bonds and Sukuk Bonds – placed	1,527
9	National Bond Corporation	Entity under Government of Dubai is a related party to DEWA	UAE National Bonds and Sukuk Bonds – matured	1,208
10	Dubai Investment Fund (DIF)	Immediate Parent	Dividends declared/ paid	5,084
11	DEWA	DEWA Officials	Compensation to key management personnel	134
12	DEWA Board of Directors	Board Members of DEWA	Board of directors' remuneration	40

INTERNAL AUDIT

DEWA's Internal Audit Department is an independent assurance function that adopts the best-in-class audit standards and practices outlined in the International Professional Practices Framework (IPPF) promulgated by the Institute of Internal Auditors (IIA). The Internal Audit department at DEWA operates under an approved charter as an independent function. It conducts reviews to add value and provide assurance over the adequacy of internal controls and risks. It reviews the governance processes of DEWA and its subsidiaries. These reviews are conducted based on an annually developed risk-based audit plan.

The Internal Audit Department acts as an additional body to provide assurance, advice and insight on the efficiency and effectiveness of governance of DEWA and its subsidiaries while aligning with and supporting DEWA's corporate vision, mission and objectives. The Internal Audit Department conducts regular reporting to the MD & CEO and the Audit Committee.

The Internal Audit Department has established a Quality Assurance and Improvement Programme (QAIP) as required by the IIA. This programme enables the department to enhance the quality of audit and pursue continuous improvement.

COMPLIANCE MANAGEMENT

Since its establishment, DEWA's continuous pursuit of and attainment of excellence has made it globally recognised as a leader in compliance practices and has set it as a global pioneer in compliance management. The compliance journey, being one of the key milestones for DEWA's public listing, was implemented through a detailed plan with realistic and attainable timelines and goals – one that is aligned with leading compliance standards and practices.

The Governance, Compliance and Agility Department at DEWA PJSC is headed by the Vice President Dr Ali Almuwaijei. He holds a bachelor's degree in accounting and finance from the University of Sharjah, a master's degree in applied finance and banking from the University of Wollongong in Dubai (UOWD), a master's in forensic accounting from the University of Wollongong, Australia, and a doctorate in business administration from UOWD.

DEWA successfully implemented a world-class compliance management framework aligned with ISO 37301:2021, making it the first utility organisation globally to achieve certification in this standard. The framework applies to DEWA's 13 divisions and 79 departments, and reflects DEWA's commitment to legal and regulatory compliance, risk management, corporate governance and continuous improvement.

Key success factors of the framework include the active involvement of DEWA's leadership, which sets the tone for a robust internal compliance culture. DEWA also has a streamlined compliance structure through a hybrid operating model, enhanced by appointed Compliance Ambassadors and Champions. This efficient structure, supported by extensive training programme for over 10,000 employees, instills a strong compliance culture. Additionally, DEWA implements continuous monitoring mechanisms and improved compliance practices through automation and the utilisation of AI reporting dashboards.

The ISO 37301 certification plays a crucial role in DEWA's public listing transformation, reinforcing its global reputation for transparency, integrity, and ethical conduct. It demonstrates DEWA's commitment to high standards of compliance, boosting stakeholder confidence, including investors, and contributing to the company's long-term success. This strategic investment in compliance management also supports DEWA's role in the global compliance community and its position as a leader in promoting responsible business practices.

DEWA Vice President – Governance and Compliance: Dr Ali Almuwaijei

DEWA Compliance Email: Compliance@dewa.gov.ae

THE FRAMEWORK

DEWA's Compliance Framework ("Framework") sets out DEWA's approach to managing compliance requirements and mitigating compliance risk to achieve its compliance objectives. An effective, organisation-wide Compliance Framework enables DEWA to demonstrate its commitment to compliance with relevant laws, including legislative requirements, industry codes and organisational standards, internal obligations, as well as standards of good corporate governance, best practice, ethics and community expectations.

The involvement of the Board and Senior Leadership, who set the tone at the top and contributed not only to the internal compliance culture but also to stakeholders and the overall compliance community, supported the achievement of the following:

- **Legal and Regulatory Compliance:** Mapping of all internal and external applicable requirements that ensured the avoidance of current and futuristic legal, financial and reputational impacts that could take place from non-compliance.

- **Risk Management**: A full-fledged compliance risk assessment exercise conducted where compliance risks were identified and assessed, with appropriate mitigation plans developed.

- **Corporate Governance:** The continued implementation of the compliance management framework is one of the main agile governance tools. It is linked to and compliments DEWA's robust and world-class corporate governance framework by encouraging transparency, accountability and ethical behaviour – the essential components to DEWA's corporate governance practices.

- **Streamlined Structure and Operating Model:** A systematic approach to managing compliance is being implemented through a hybrid operating model and reporting structure with the support of appointed Compliance Ambassadors and Compliance Champions in the execution of the compliance mandate, resulting in a streamlined compliance process and efficient allocation of resources that was cost-saving and improved the overall business performance of compliance practices.

- **Training and Communication:** With more than 10,000 employees at DEWA, the culture of compliance is enhanced through the implementation of compliance training and communication, and a continuous investment in employees' learning development in being internationally compliance certified.

- **Continuous Improvement:** A mechanism for ongoing monitoring, evaluation and improvement of the compliance framework.

COMPLIANCE DIGITISATION

DEWA has successfully digitised its compliance framework, aligning with the Board of Directors' vision to revolutionise compliance management across 13 divisions and 79 departments. This ambition aimed for full digitisation, with an accelerated timeline that saw completion in just six months. The initiative sets a new standard for efficiency and innovation in compliance. Key performance indicators (KPIs) were utilised to track success, including adoption rates, user engagement and a reduction in manual processes. A phased approach ensured consistent and transparent reporting through a centralised digital platform, which allowed for real-time access to critical compliance data, audit trails and documentation. The collaboration between DEWA's Compliance Department, Compliance Ambassadors and Compliance Champions played a vital role in implementing the platform across the organisation, creating a unified digital environment for compliance management.

A core feature of the new system was the integration of AI-based dashboards, providing senior management and the Governing Body with real-time insights on compliance performance, potential risks and emerging trends. These live dashboards allow data-driven decision-making, enabling DEWA to proactively address compliance challenges before they escalate. By digitising compliance processes, DEWA reduced manual interventions, created a more efficient and collaborative environment, and ensured a scalable framework that could adapt to evolving regulatory requirements. The new system not only addressed current compliance obligations but also anticipated future challenges, ensuring long-term sustainability.

The digitisation followed a detailed road map, beginning with an assessment of existing compliance data to identify gaps and redundancies. This was followed by the automation of key compliance processes, including the scheduled review of compliance data and the integration of AI for predictive analysis. Custom dashboards were designed to track compliance obligations in real-time, ensuring effective monitoring and management. The system also centralised compliance documentation and workflows, making it easier to track, report and manage compliance across departments.

To ensure a smooth transition, DEWA conducted extensive testing of the platform to confirm its functionality and stability under real-world conditions. After successful testing, the platform was deployed across the organisation, with ongoing optimisation based on user feedback. The digitisation initiative also involved significant training programmmes that equipped employees, particularly Compliance Ambassadors and Champions, with the necessary skills to utilise the platform effectively. These ambassadors played a crucial role in promoting platform adoption and ensuring its seamless integration within their respective departments.

Ultimately, the digitisation of DEWA's compliance framework strengthened its ability to manage, track and report compliance obligations efficiently, enhancing operational performance and positioning the organisation as a leader in regulatory compliance management. This transformation not only streamlined DEWA's compliance processes but also reinforced its commitment to maintaining the highest standards of compliance, contributing to its ongoing success in an ever-evolving regulatory landscape.

INTERNAL AND EXTERNAL CONTEXT

Implementing a world-class compliance framework was one of the main factors supporting DEWA in its public listing transformations and has reiterated DEWA's global position within its internal and external contexts. It holds paramount importance, signifying a commitment to the highest standards of ethical conduct and compliance management.

For stakeholders, this serves as a tangible demonstration of DEWA's dedication to integrity and commitment. It instils confidence in the ability to operate ethically, fostering trust and transparency. Specifically for shareholders, DEWA's commitment to compliance serves as a valuable indicator of DEWA's dedication to increasing shareholder value and positioning itself favourably in the eyes of investors who prioritise integrity and responsible business practices.

DEWA's business operations comply with laws, regulations and compliance obligations of different federal and local governing bodies, including – but not limited to – the Executive Council of Dubai, the Supreme Legislative Council, Dubai Municipality, Dubai Roads and Transport Authority (RTA), the Dubai Financial Market (DFM), Securities and Commodities Authority (SCA) international standards and guidelines, as well as DEWA internal policies, circulars and guidelines.

During the year 2024, no violations were recorded. DEWA remains committed to adhering to the highest standards of governance, compliance and regulatory requirements. Continuous monitoring and internal controls ensure that all operations align with legal and ethical frameworks, preventing any breaches.

To maintain this track record, DEWA will continue to implement proactive measures, including regular audits, employee training and strict compliance oversight, ensuring the prevention of any potential violations in the future.

INFORMATION TECHNOLOGY AND SECURITY GOVERNANCE

DEWA holds the ISO/IEC 27014:2020 and ISO/IEC 38500:2015 certifications in Information Security Governance and Information Technology (ITS) Governance, respectively, since 2019. DEWA's integrated framework of IT and Information Security Governance standards has been implemented by utilising internal competencies across all DEWA divisions. Endorsed by HE MD & CEO, DEWA's integrated ITS Governance framework establishes a model for the governance of IT and information security. It is based on eight principles for good governance of ITS that cover strategy, responsibility, the adoption of a risk-based approach, the establishment of organisation-wide information security, acquisition, conformance, human behaviour and a positive environment, and performance.

ITS Governance additionally aligns with corporate governance requirements and practices aimed at efficient, effective and acceptable use of IT and Information Security. This governance provides the Governing Body with visibility on the status of current and future use of IT and information security in DEWA, in addition to assuring conformance to compliance obligations (legal, regulatory, contractual) and requirements. DEWA has an automated Governance, Risk and Compliance (GRC) system to manage DEWA's overall governance and alignment of ITS and business objectives, while effectively mitigating risk and meeting compliance requirements.

This automation has allowed us to achieve improved decision-making, optimise IT investments, eliminate silos and increase collaboration among divisions and DEWA's stakeholders.

WHISTLEBLOWING

All internal and external stakeholders who suspect or become aware of potential or actual unlawful act or misconduct within or in connection with DEWA activities, including but not limited to fraudulent financial activities and noncompliance to DEWA policies, have the obligation to report this immediately through any of the following, including a secured whistleblowing 24/7 hotline and other communication channels mentioned below:

- DEWA Ethics Hotline (+971 4 3222202)
- DEWA Ethics Email (ethicshotline@dewa.gov.ae)
- DEWA's official website (www.dewa.gov.ae)

For more details related to DEWA Whistleblowing policy, please refer to

https://www.dewa.gov.ae/en/about-us/strategy-excellence/corporate-governance-and-strategy

INTERNATIONAL STANDARDS AND BENCHMARKING

In its pursuit of excellence in all its operations, DEWA adopts and implements a broad range of applicable standards, benchmarks and international best practices. DEWA has been certified as compliant with the British standard, BSI 13500 “Code of practice for delivering effective governance” in 2017, and in successive years, including 2024.

Some of the other prominent certifications that DEWA has received recognition for during 2024 include:

- ISO 9001:2015: Quality management systems – Requirements
- ISO 14001:2015: Environmental management systems – Requirements with guidance for use
- ISO 45001:2018: Occupational health and safety management systems – Requirements with guidance for use
- ISO 55001:2014: Asset management – Management systems – Requirements
- ISO/IEC 27001:2022: Information security, cyber security and privacy protection – Information security management systems – Requirements
- ISO/IEC 20000-1:2018: Information technology – Service management – Part 1: Service management system requirements
- ISO 39001:2012: Road Traffic Safety (RTS) Management Systems – Requirements with Guidance for use

CORPORATE SOCIAL RESPONSIBILITY

In alignment with its core mission of delivering electricity and water services at the pinnacle of operational excellence, DEWA places significant emphasis on its role in social empowerment. Recognising the inherent interconnectedness between organisational performance and societal welfare, DEWA has positioned itself as a vanguard in corporate social responsibility (CSR) initiatives within Dubai. Our commitment to CSR is not only evident in our actions but also in the meticulous benchmarking of our practices against esteemed local, regional and international standards. Furthermore, DEWA actively spearheads the development, execution and endorsement of projects and social endeavours that contribute meaningfully to the cultivation of the UAE’s National Identity. This holistic approach underscores DEWA’s unwavering dedication to fostering sustainable development and societal progress.

This holistic approach underscores DEWA’s unwavering dedication to fostering sustainable development and societal progress. In DEWA’s governance report, the organisation’s current CSR strategy is delineated across four key pillars:

1. Social Empowerment: This approach supports educational, cultural, health, sports and youth initiatives, in addition to programmes aimed at People of Determination, orphans, senior citizens and the promotion of national identity.

2. Social Work: This focuses on fostering community volunteer initiatives, supporting charitable organisations, collaborating with international organisations and engaging with community government initiatives.

3. Social Partnerships: DEWA supports sponsorships and collaborates on joint community initiatives with both the public and private sectors to drive impactful change.

4. Social Sustainability: DEWA promotes sustainability through institutional initiatives that enhance environmental awareness, support clean energy and contribute to broader environmental sustainability goals. These pillars serve as focal points guiding DEWA's efforts to create sustainable value for stakeholders and the broader community. Integral to this strategy is DEWA's robust partnership management approach, which emphasises the cultivation of effective collaborations with government entities, private sector partners, civil society organisations, educational institutions and non-profit organisations.

These partnerships are forged within the framework of DEWA's core values, which prioritise stakeholder happiness, sustainability, innovation, excellence and good governance. Through this concerted approach, DEWA is dedicated to fostering impactful initiatives that promote societal well-being and advance the organisation's overarching mission.

During the period spanning from 2013 to 2024, DEWA undertook a series of community-centric initiatives, signifying its dedication to corporate social responsibility. Noteworthy among these endeavours was the collective contribution of DEWA employees, amounting to an impressive **249,843** volunteer hours allocated towards humanitarian and community-oriented activities.

This concerted effort resulted in tangible benefits for a substantial demographic of **70,407,813** individuals, within the UAE and beyond. Furthermore, in the calendar year 2024, DEWA achieved a significant milestone, evidenced by a notable societal satisfaction rating of **94.51%.** These achievements underscore DEWA's steadfast commitment to advancing societal well-being and fostering a culture of service excellence and community engagement. Aligned with its vision to be a globally leading sustainable innovative corporation committed to achieving net zero by 2050, DEWA has meticulously crafted a comprehensive framework to govern its CSR initiatives.

This framework is characterised by a structured approach encompassing key stages such as needs identification, strategic planning, meticulous implementation, rigorous measurement and review, and a steadfast commitment to learning and continuous improvement. Anchored upon the principles outlined by the Global Reporting Initiative (GRI), this framework ensures the enduring sustainability of outcomes and practices. It is structured around three fundamental pillars: environmental sustainability, social sustainability and economic sustainability.

These pillars serve as robust foundations aligned with the United Nations Sustainable Development Goals (SDGs) 2030, reflecting DEWA's steadfast dedication to advancing global sustainability agendas. DEWA's comprehensive CSR initiatives encompass a diverse array of areas, reflecting its holistic approach to corporate responsibility.

These initiatives extend to supporting local communities, fostering educational opportunities, empowering employees, advocating gender equality and championing waste reduction efforts. Through these multifaceted endeavours, DEWA reaffirms its commitment to making a positive impact on society while upholding its core values of sustainability, innovation and excellence. DEWA's unwavering commitment to corporate social responsibility (CSR) has garnered widespread acclaim both domestically and internationally. Notably, DEWA secured first place in the Public Sector Category at the Arabia CSR Awards 2024 for the 10th consecutive year, in addition to receiving an honorary shield during the Community Development Authority (CDA) Partners Forum Ceremony, affirming its significant contributions to societal advancement.

DEWA's dedication to sustainability excellence was further recognised with the Committed to Sustainability Certificate from the European Foundation of Quality Management (EFQM) in 2021.

Additionally, DEWA's formidable brand presence was underscored by its ranking as the third most valuable utility brand in the Middle East and the third fastest-growing brand in the UAE, according to the esteemed annual report issued by Brand Finance for 2022.

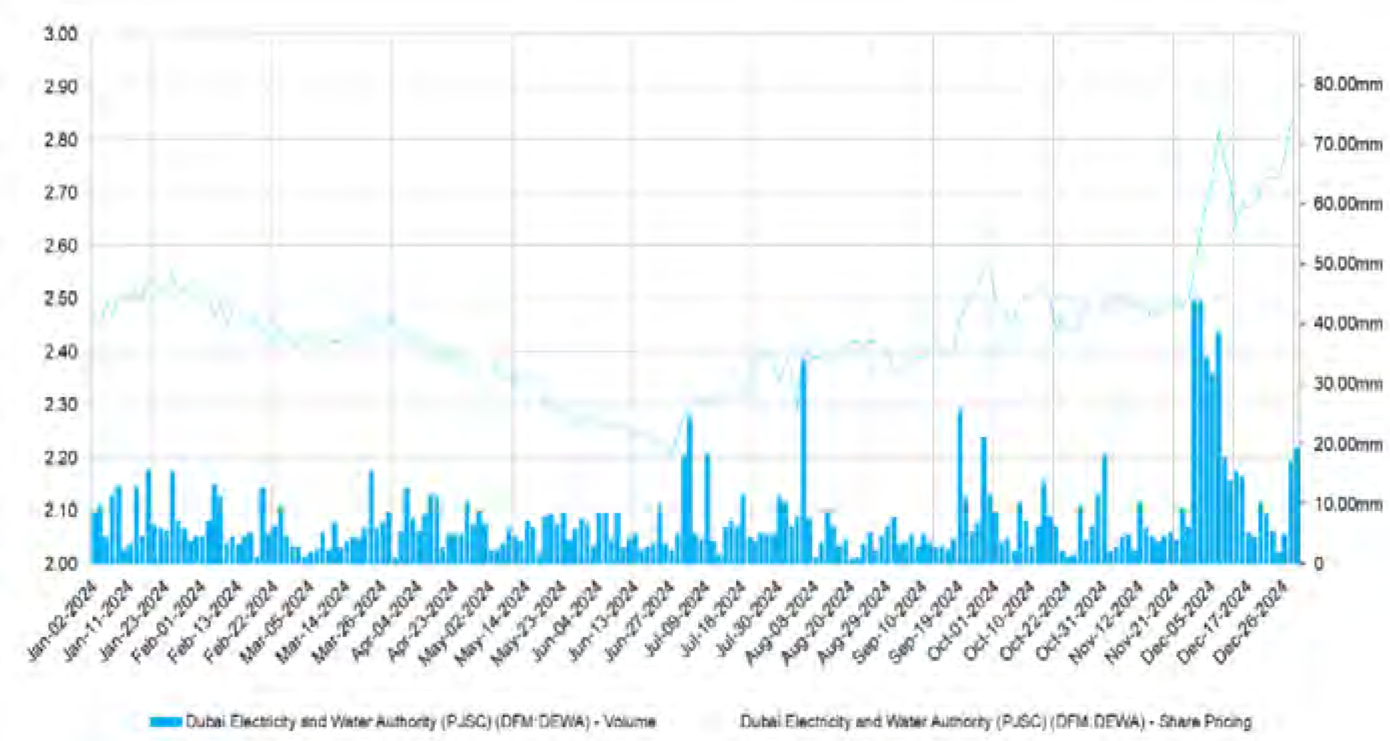
These accolades highlight DEWA's steadfast commitment to setting the benchmark for sustainability practices while actively contributing to the achievement of the United Nations Sustainable Development Goals (SDGs).

GENERAL INFORMATION

STATEMENT OF THE COMPANY'S SHARE PRICE IN THE MARKET DURING 2024

Month	Highest price	Lowest price	Closing price
January 2024	2.55	2.45	2.51
February 2024	2.51	2.41	2.41
March 2024	2.47	2.42	2.45
April 2024	2.43	2.35	2.35
May 2024	2.38	2.26	2.26
June 2024	2.28	2.21	2.21
July 2024	2.40	2.24	2.38
August 2024	2.42	2.29	2.39
September 2024	2.56	2.35	2.55
October 2024	2.52	2.44	2.49
November 2024	2.63	2.46	2.63
December 2024	2.84	2.64	2.84

PERFORMANCE OF THE COMPANY'S SHARES IN 2024



STATEMENT OF THE SHAREHOLDERS' OWNERSHIP DISTRIBUTION AS OF 31 DECEMBER 2024

Country	Type of investor/ shareholders	Number of shares	Percentage
UAE	Government	41,223,113,782	96.6%
	Company	5,016,188,066	
	Individual	1,480,811,266	
	Bank	547,235,786	
	Institution	39,620,704	
	Other	4,743,943	
GCC Countries	Individual	85,342,924	0.5%
	Company	143,263,872	
	Bank	6,853,195	
Unites States of America	Individual	3,241,658	1.1%
	Company	564,078,068	
Other Nationalities	Government	10,480,885	1.8%
	Company	618,917,350	
	Individual	252,545,955	
	Bank	2,677,846	
	Institution	6,154	
	Other	878,546	
Grand Total		**50,000,000,000**	**100%**

STATEMENT OF SHAREHOLDERS WHO OWN 5% OR MORE OF THE COMPANY'S CAPITAL AS ON 31 DECEMBER 2024

Name	Number of owned shares	Percentage of owned shares
Dubai Investment Fund	41,000,000,000	82%

STATEMENT OF DISTRIBUTION OF SHAREHOLDERS ACCORDING TO THE SIZE OF THE EQUITY AS ON 31 DECEMBER 2024

Share (s) ownership	Number of shareholders	Number of owned shares	Percentage of owned shares
Less than 50,000	48,869	161,990,761	0.32%
Between 50,000 and 500,000	2,704	400,436,158	0.80%
Between 500,000 and 5,000,000	639	940,698,399	1.88%
More than 5,000,000	147	48,496,874,682	97.00%
Total	**52,359**	**50,000,000,000**	**100%**

STATEMENT OF EMIRATISATION PERCENTAGE

DEWA seeks to achieve the visions set by the wise leadership in achieving the sustainable prosperity of the nation and its citizens, by supporting the Emiratisation process using best practice. This is accomplished through the development of operational plans and strategies to enhance the participation of Emiratis in all sectors to ensure the achievement of career aspirations of national competencies through training and guidance, and create an attractive work environment for them.

DEWA's Emiratisation approach and commitment are to provide national employees with a positive work environment that includes exceptional opportunities for learning and growth. The section below includes:

Emiratisation targets and actuals (in %) for 2021, 2022, 2023 and 2024:

DEWA achieved excellent Emiratisation results and percentages. DEWA aims to enhance Emiratisation through its integrated strategy that includes innovative programmes and initiatives to attract and train Emiratis in different fields, such as DEWA Academy, scholarships programmes, leadership development programmes, the happiness strategy and many others.

KPI	2021		2022		2023		2024	
	Actual	Target	Actual	Target	Actual	Target	Actual	Target
Emiratisation Rate – Leadership	88.33%	87.97%	88.33%	89.05%	88.14%	89.05%	88.71%	89.05%
Emiratisation Rate – Management	60.16%	60.55%	70.10%	61.46%	71.01%	71.10%	70.76%	71.10%
Emiratisation Rate – Non Supervisory	39.33%	38.47%	32.33%	40.79%	31.26%	33.33%	29.73%	33.33%

Emirati attrition rate for 2021, 2022, 2023 and 2024:

KPI	2021		2022		2023		2024	
	Actual	Target	Actual	Target	Actual	Target	Actual	Target
Emirati attrition rate (Turnover Rate)	1.19%	2%	1.25%	2%	1.66%	2%	1.23%	2%

Initiatives adopted by the company to attract and retain local talent:

In accordance with the Human Capital Policy & Emiratisation Policy, DEWA adopts the following policies towards national employees.

INVESTORS RELATIONS

Through the year, DEWA's Investor Relations publishes earnings and releases, and arranges briefings and conference calls to raise investor awareness globally about the Company's attractive value proposition among listed companies, as well as provide updates on DEWA's growth strategy and performance.

DEWA adopts a proactive Investor Relations engagement strategy to sustain investor trust and maximise shareholder value, particularly during volatile market conditions and global uncertainty.

DEWA Head of Investor Relations: Mr. Aakash Nijhawan

DEWA Investor Relations Email: dewainvestors@dewa.gov.ae

DEWA Investor Relations Website: https://www.dewa.gov.ae/en/investor-relations

MAJOR EVENTS AND DISCLOSURES IN 2024

DEWA paid its shareholders an amount of AED 6.20 billion as dividends during the year 2024.

Report of the Audit and Risk Committee to DEWA's Board of Directors for 2024

- The Committee, led by Chairman Saeed Mohammad Al Sharid, held five meetings in 2024, with the attendance of Committee members Khalfan Ahmad Harib and Al Sayed Abdullah Mohamed Al Hashemi, and the participation of HE Saeed Mohammed Al Tayer, MD & CEO of Dubai Electricity and Water Authority, other executive management representatives and external auditor KPMG.

- The first meeting was held on 7 February 2024, during which the Committee reviewed the initial unaudited financial statements prior to their presentation to the Board of Directors for approval of publication in accordance with the disclosure and transparency rules approved by the Securities and Commodities Authority.

- The Committee met its second meeting on 4 March 2024 and took note of KPMG's report and the combined accounts lists for 2023. The Committee took note of the Internal Audit department's report and the 2023 results, and recommended that the external auditor be reassigned and its fees be determined.

- At its third meeting, on 8 May 2024, the Committee discussed the external auditor's report and the combined checklists for the first quarter of 2024, in addition to reviewing the Internal Audit Department's presentation for the first quarter of 2024. The fourth meeting was held on 6 August 2024 and addressed the audit of the financial statements for the first half of 2024 and their submission to the Board of Directors for approval. The Committee also reviewed the Internal Audit department's report for the same period and discussed the requirements for an effective Internal Control over Financial Reporting (ICFR) framework.

- The fifth meeting was held on 7 November 2024. During the meeting, the Committee discussed the external auditor's report and the combined checklists for the third quarter of 2024. The Committee reviewed the external auditor's 2024 audit plan and the Internal Audit department's third-quarter report, in addition to approving the risk audit plan for 2025 and conducting an external audit quality assessment. The Committee ratified the ICFR framework and submitted it to the Board for approval.

- The external auditor, KPMG, submitted a report on their independence and effectiveness, explaining that the audit process was conducted in accordance with International Financial Reporting Standards (IFRS). KPMG has been the company's auditor since it became a public shareholding company in 2022.

- The Committee recommended the reappointment of KPMG for the 2024 fiscal year. This recommendation was approved by the Board of Directors and adopted by the General Assembly at its annual meeting.

- From the reports submitted to the Committee by the Internal Audit department and the external auditor, the Committee found no shortcomings or weaknesses in either internal controls or risk management that required follow-up.

- In its transactions, the company was committed to the applicable laws in force. There was no deal with the related parties presented to the Committee.

Director of the Audit and Risk Committee

Thank you for taking the time to go through **DEWA Governance Report 2024**. We hope it has met your expectations.

H.E Matar Humaid Al Tayer
Chairman of the Board

H.E Saeed Mohammad Al Tayer
MD & CEO of DEWA

Mr. Saeed Mohammed Al Shared
Audit Committee Chairman

Mr. Hilal Khalfan Bin Dhaher
ESG, Nomination and Remuneration Committee Chairman

Eng. Waleed Bin Salman
EVP - Business Development and Excellence

Mr. Thomas Varghese
Chief Financial Officer