حكومة دبي
GOVERNMENT OF DUBAI

هيئة كهرباء ومياه دبي
Dubai Electricity & Water Authority

DEWA PJSC INTEGRATED REPORT

2025





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

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CHAIRMAN'S MESSAGE



Thanks to the vision and directives of H.H. Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, Dubai continues to consolidate its position as a leading global hub for finance, trade and tourism, as well as an advanced model for innovation, sustainable development and investment. This is underpinned by robust strategic planning, sound governance and a strong ability to adapt to rapidly evolving global changes.

Dubai Electricity and Water Authority PJSC (DEWA) plays a pivotal role in supporting the emirate's sustainable growth by developing world-class electricity and water infrastructure, while reinforcing its leadership in renewable and clean energy projects. These include the Mohammed bin Rashid Al Maktoum Solar Park, the green hydrogen initiatives as well as leveraging smart grid and energy storage, supporting the Dubai Clean Energy Strategy 2050 and the Dubai Net Zero Carbon Emissions Strategy 2050.

In 2025, DEWA continued to deliver strong operational and financial results, driven by sustained growth in demand for electricity, water and cooling services, alongside investments in clean energy projects and digital infrastructure. DEWA further reinforced its global leadership across key utility performance indicators, maintaining record levels of reliability, operating efficiency including the lowest network losses in electricity and water, reflecting its commitment to pursuing excellence and sustainability.

DEWA's consolidated annual revenue increased by 6.02% to Đ32.84 billion in 2025, primarily driven by rising demand for electricity, water and cooling services. The Group's annual profit after tax increased by 25.17% to Đ9.06 billion compared to the previous year.

DEWA remains focused on its core strategic objectives of achieving sustainable growth, staying at the forefront of smart and innovative operational excellence, enhancing returns for all stakeholders and reducing its environmental footprint.

I extend my sincere appreciation to our shareholders for their trust and continued support. I also commend the efforts of DEWA's top management and our dedicated teams, whose commitment and professionalism ensure the delivery of our services according to the highest standards of quality, reliability and efficiency and enable us to achieve further milestones in Dubai's ambitious development journey.

H.E. Majid Hamad Rahma Al Shamsi

Chairman of the Board of Directors of Dubai Electricity and Water Authority PJSC (DEWA)

VICE CHAIRMAN, MD & CEO's MESSAGE



2025 marks a significant milestone in Dubai Electricity and Water Authority (DEWA) PJSC's journey, with the group recording unprecedented revenue of Đ32.8 billion, EBITDA of Đ17.3 billion and an operating profit of nearly Đ11 billion for the first time. Net profit after tax reached Đ9.06 billion, covering our annual dividend of Đ6.2 billion approximately 1.5 times. The rapid growth in demand for our services reflects the robust growth of Dubai's economy. Electricity peak demand grew by 5.8% to 11,391 MW and water daily peak demand increased by 7% to 487 million imperial gallons per day (MIGD) compared to the previous year. Inspired by the vision and guidance of our wise leadership, DEWA continues to pursue higher levels of excellence across all our activities, especially driving the green energy agenda and promoting Dubai's progress to Net Zero by 2050. In this regard, the Mohammed bin Rashid Al Maktoum Solar Park, with original plans of 5,000 MW on a single site, is now targeting a capacity of 8,000 MW by 2030. Out of DEWA's total current installed power capacity of 17,979 MW at end of 2025, clean energy capacity accounted for 21.5%, and we expect this to reach 36% by 2030, avoiding over 8.5 million tonnes of carbon emissions annually.

We have been successful in attracting leading global developers to Dubai through the IPP and IWP model, to sustainably produce electricity and water at the world's lowest unit cost.

Total investment in infrastructure to date exceeds Đ237 billion. In 2025, we invested Đ11.8 billion mainly to enhance renewable energy generation and expand the transmission and distribution networks. This was essential to serve our continuously growing customer base, which increased by nearly 57,000 new electricity and water accounts in 2025, surpassing 1.3 million accounts. The efficiency of our network is demonstrated by the line loss of electricity (2%), line loss of water (4.4%) and customer minutes lost (CML) of 0.82 minutes per customer per year, all of which are the lowest worldwide. DEWA has been a pioneer in leveraging digitalisation and AI based processes to enhance efficiency, reduce costs, ensure the security and reliability of services and improve

customer experience. This strategy has proven successful and today we rank first globally in 13 key utility performance parameters and two regional indicators across the core domains of generation, transmission, distribution and customer service.

I am confident that the Group will maintain its global reputation, achieve more technical distinctions and generate outstanding financial results that meet and exceed the expectations of all valued stakeholders.



H.E. Saeed Mohammed Al Tayer

Vice Chairman, MD & CEO,

Dubai Electricity and Water Authority (PJSC)

ABOUT DEWA PJSC



DEWA (PJSC) & ITS REPORTING PRACTICES

ABOUT DEWA

Dubai Electricity and Water Authority (DEWA) was formed in January 1992 following a government decree issued by the late Sheikh Maktoum bin Rashid Al Maktoum. The authority was created through the consolidation of Dubai Electricity Company and Dubai Water Department, both of which were originally established in 1959 by the late Sheikh Rashid bin Saeed Al Maktoum to support the emirate's growing demand for essential utility services.

Since its establishment, DEWA has evolved into a globally recognised utility, achieving a series of strategic and operational milestones. One of its most significant developments took place in April 2022, when DEWA was successfully listed on the Dubai Financial Market (DFM). The initial public offering positioned DEWA as the largest listed entity on the exchange at the time, with a market capitalisation of Đ124 billion ($33.8 billion), following the sale of nine billion shares, equivalent to 18% of its total share capital.

DEWA operates as the sole provider of electricity and water services in Dubai. DEWA supports the needs of the emirate's resident and daytime populations across the residential, commercial, government and industrial sectors. As Dubai continues its long-term expansion, DEWA remains focused on ensuring reliable and sustainable service delivery to meet future demand.

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 2025

FINANCIAL PERFORMANCE

- Revenue increased to **Đ32.84 billion**, a 6.02% year-on-year rise
- Net profit after tax reached **Đ9.06 billion**, a 25.17% increase compared to 2024
- EBITDA reached **Đ17.3 billion**, with an operating profit of nearly **Đ11 billion**
- Net profit covered the annual dividend approximately **1.5 times**

OPERATIONAL PERFORMANCE

- Electricity peak demand increased by **5.83% to 11,391MW**
- Water daily peak demand reached **487 million imperial gallons** (MIG), a 7% increase compared to 2024
- Average daily water demand increased to **442.48 MIG**, compared to 413.87 MIG in 2024
- Total system desalinated water demand reached **161.505 billion imperial gallons** (BIG)
- Installed desalinated water production capacity remained at 495 MIGD

CUSTOMER GROWTH

- Total electricity and water customer accounts exceeded **1.3 million**
- Approximately **57,000** new customer accounts were added during 2025
- Electricity customer accounts increased to **1,281,367,** compared to 1,225,639 in 2024, while water customer accounts reached **1,156,463,** up from 1,103,245 in 2024

ENERGY CAPACITY & INFRASTRUCTURE

- Total installed power generation capacity reached **17,979 MW**
- Clean energy accounted for **21.5%** of total installed capacity
- Clean energy capacity projected to reach **36%** of total generation capacity by 2030.
- Mohammed bin Rashid Al Maktoum Solar Park capacity target increased to **8000 MW** (originally 5000 MW) by 2030
- Expansion of seawater reverse-osmosis (SWRO) desalination powered by renewable energy

INFRASTRUCTURE INVESTMENT

- Total investment in electricity, water and district cooling infrastructure exceeded **Đ237 billion**
- **AED 11.8 billion** invested during 2025 mainly to expand renewable energy generation and strengthen networks

OPERATIONAL EFFICIENCY

- Electricity network line losses maintained at **2%**
- Water network losses reduced to **4.4%**
- Customer minutes lost (CML) reduced to **0.82 minutes per customer annually**
- DEWA ranked first globally in **13 key utility performance** indicators and first regionally in two additional indicators spanning across generation, transmission, distribution and customer service.

DIGITAL & INNOVATION

- Expansion of AI-driven digitisation and **smart grid technologies**
- **Usage Analyser platform** introduced to monitor appliance-level electricity and water consumption
- Consumer Behaviour Programme saved **140 GWh** of electricity and **695 MIG** of water
- Shams Dubai rooftop solar programme generated **1,100 GWh** of electricity

RESEARCH, INNOVATION & SUSTAINABILITY

- DEWA's Research & Development Centre produced **347 Scopus-indexed** research publications
- **65 patent applications** filed and 19 patents granted since 2017
- Continued progress in implementing the **Dubai Clean Energy Strategy 2050** and the **Dubai Net Zero Carbon Emissions Strategy 2050.**
- Carbon emissions reduction of **13.10 million tonnes** in 2025, compared to 2006, due to improvements in production efficiency
- Electric vehicle (EV) charging points expanded to **1,864** across Dubai in 2025.
- The **250 MW** Hatta Pumped Storage Hydroelectric Plant reached 99.8% completion, adding **1,500 MWh** of clean storage capacity
- DEWA is in full compliance with all local, federal and international environmental regulations and standards maintaining zero violations.

AWARDS & RECOGNITION

- **His Excellency Saeed Mohammed Al Tayer, MD & CEO of Dubai Electricity and Water Authority (DEWA) has been awarded the inaugural 'Life of Leadership Excellence Award'** by Sandhurst in London, the United Kingdom, becoming the first civilian recipient of this globally prestigious award
- **HE Saeed Mohammed Al Tayer ranked 25th in Forbes Middle East Top 100 CEOs** list in 2025, maintaining consistent regional recognition
- DEWA listed among the MENA region's 30 **most iconic and influential companies** by Gulf Business
- DEWA received the **Triple Sword**, Globe and Shield of Honour awards from the British Safety Council

DEWA'S PORTFOLIO

DEWA's portfolio of subsidiaries encompasses a range of business interests that support its revenue diversification 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. Wholly owned by DEWA, Mai Dubai commenced operations in 2012 and is the leading water-bottling company in the UAE in terms of 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 photovoltaic (PV) projects, as well as electromechanical and facility management services.

DIGITAL DEWA

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 founded 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, easy-to-use systems powered by AI.

Infra X 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 future digital transformation demands.

IWPP PORTFOLIO

Shuaa Energy 1 is a solar PV independent power plant (IPP) project with a contracted electricity generation capacity of 200 megawatts (MW).

Shuaa Energy 2 is a solar PV IPP project with a contracted electricity generation capacity of 800 MW.

Shuaa Energy 3 is a solar PV IPP project with a contracted electricity generation capacity of 900 MW.

Shuaa Energy 4 is a solar PV IPP 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.

Noor Energy 1 is an IPP project with a 700 MW concentrated solar power (CSP) and 250 MW PV contracted electricity generation capacity.

Hassyan Energy 1 is an IPP project with a total electricity generation capacity of 2,400 MW.

Hassyan Water A is a seawater reverse-osmosis (SWRO) water desalination plant project under IWP model with a contracted desalination capacity of 180 MIGD.

FINANCIAL COMPANIES' PORTFOLIO

Dubai Green Fund Investments is the first specialised green impact investment fund in the MENA region that is 100% owned by DEWA and aligned with Dubai's comprehensive vision for the future of sustainability.

Forward Investments is the proprietary private investment arm of DEWA, focused on global private investments through direct investments in technology companies, and pooled fund vehicles. The company serves DEWA's diversification agenda and has made several successful investments across the United States, Canada 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

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

At the core of the ecosystem are DEWA's purpose, vision and mission, which define the organisation's strategic identity and direction. They articulate why DEWA exists, what it aspires to achieve and how it delivers globally leading, sustainable and innovative electricity and water services in alignment with Dubai's and the UAE's long-term aspirations, including a net-zero future.

CORE BUSINESS AND SUPPORT ACTIVITIES

These activities form the operational backbone of DEWA, enabling efficient service delivery, system reliability and high standards of customer satisfaction while ensuring effective governance and performance management.

EXTENDED ENTERPRISES (SUBSIDIARIES)

DEWA's subsidiaries enhance its operational reach, innovation capacity and investment capabilities, supporting diversification, new business models and the acceleration of clean energy, digital and smart utility solutions.

STAKEHOLDERS

Through active engagement with a wide range of stakeholders, including customers, employees, partners, regulators, suppliers and investors, DEWA ensures alignment with expectations, fosters trust and promotes shared and sustainable value creation.

LOCAL ENVIRONMENT

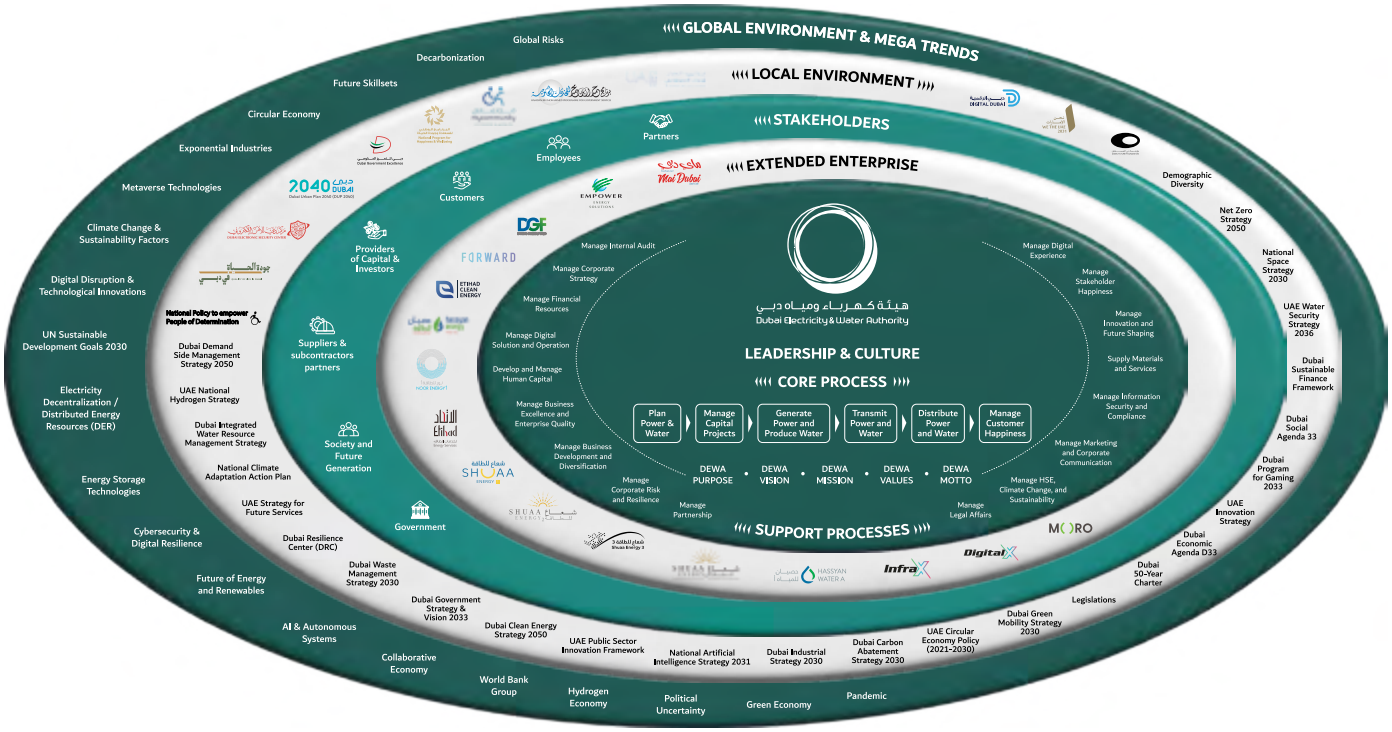
DEWA aligns its strategies, initiatives and investments with the priorities of Dubai and the UAE, contributing to community development, economic growth, environmental sustainability and national development agendas.

GLOBAL ENVIRONMENT AND MEGATRENDS

By continuously monitoring global trends and emerging challenges such as decarbonisation, climate change, digital transformation and technological innovation, DEWA adopts forward-looking strategies that strengthen future readiness and long-term competitiveness.

This ecosystem goes beyond a structural representation; it serves as a strategic enabler that integrates planning, execution, performance monitoring and continuous improvement. Embedded feedback mechanisms foster innovation, learning and adaptability across the organisation.

DEWA's leadership plays a pivotal role in harmonising these components, ensuring alignment with the organisation's vision, strategy and sustainability commitments. Through this integrated ecosystem approach, DEWA is positioned as a benchmark for excellence, capable of navigating complexity while delivering sustainable value to stakeholders and maintaining long-term relevance and success.



STRATEGY, POLICIES, & PRACTICES

STRATEGY

STRATEGICALLY DRIVEN

In line with the UAE and Dubai's ambitious long-term visions, DEWA adopts a forward-looking and adaptive strategic approach that ensures continuous alignment with national priorities, global developments and emerging economic, technological and sustainability trends. DEWA's strategy is not static; it is reviewed and refreshed regularly to sustain relevance, resilience and long-term value creation for Dubai and the UAE.

DEWA systematically monitors its operating environment through advanced trend analysis, scenario planning and data-driven insights to anticipate change rather than react to it. By assessing multiple strategic scenarios and key uncertainty drivers, DEWA strengthens its ability to make informed decisions, manage risks and seize emerging opportunities in a rapidly evolving global landscape.

Stakeholder-centricity is embedded at the core of DEWA's strategic governance. Through structured and continuous engagement with internal and external stakeholders, DEWA integrates diverse perspectives into strategy formulation and execution, ensuring that its strategic choices consistently deliver sustainable outcomes and exceed stakeholder 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.

Organisational 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.

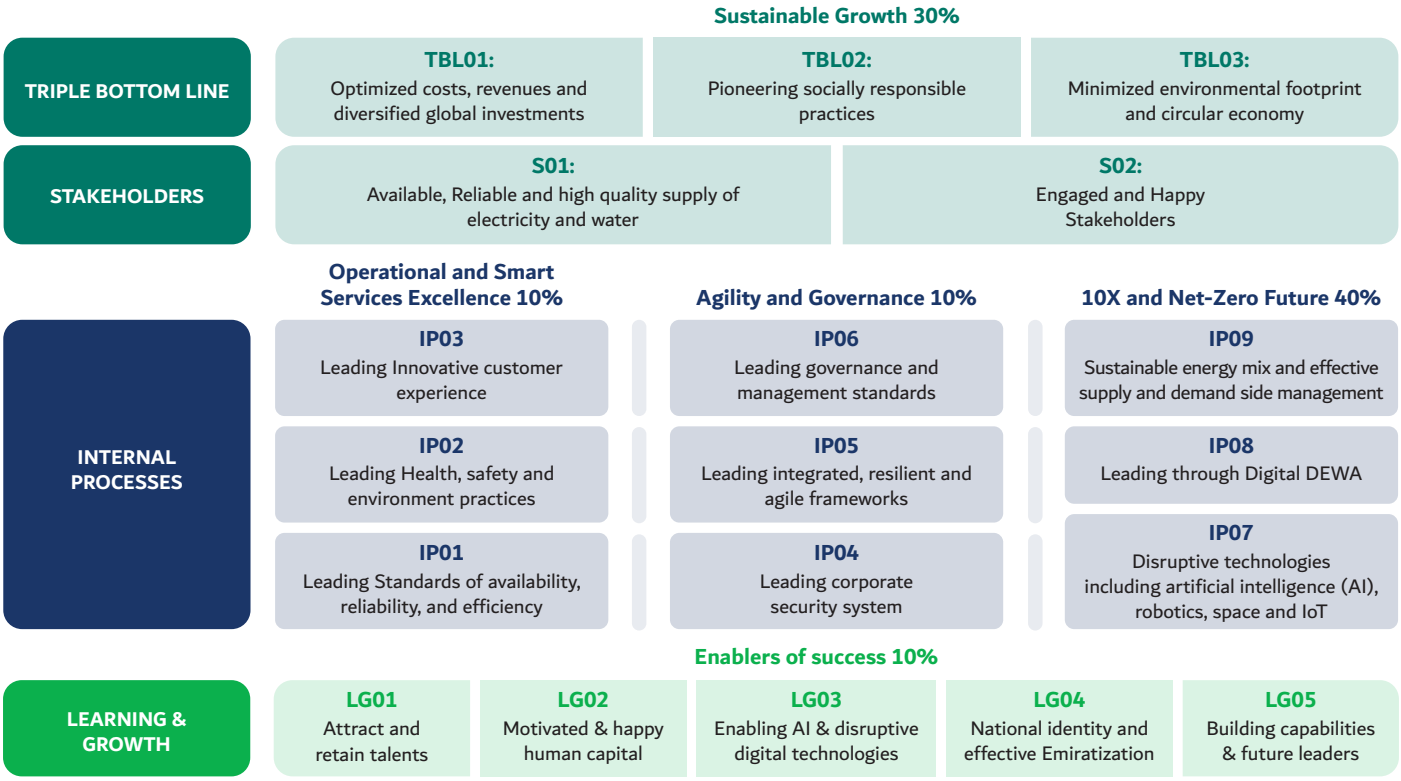


STRATEGY-FOCUSED ORGANISATION

DEWA is recognised as a regional and global leader in strategic planning and execution excellence. In 2025, DEWA achieved an **Execution Premium Assessment (XPA) score of 4.5,** exceeding the **global average of Hall of Fame organisations.** This independent assessment, conducted by the **Palladium Group,** the international authority on the Balanced Scorecard and strategy execution frameworks, reflects DEWA's advanced maturity in strategy formulation, alignment, execution and performance management.

DEWA STRATEGY MAP

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



DEWA STRATEGIC PRIORITIES



THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS 2030

DEWA has taken proactive steps to recognise the importance of the United Nations Sustainable Development Goals (SDGs) 2030 since their announcement in 2015. It actively supports international and local initiatives and efforts that aim to achieve the SDGs. DEWA has deployed an award-winning approach to achieve 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 SDGs have been prioritised by DEWA into three main tiers. These tiers are based on the relevance of the goals to DEWA as a stakeholder in Dubai and globally, as well as their business criticality to DEWA as a successful electricity and water utility, and DEWA's management commitments as a leading, sustainable and innovative global corporation.



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



Goal 6: Ensure access to water and sanitation for all

- One of DEWA's strategic water security initiatives, the Aquifer Storage and Recovery (ASR) project, stores surplus desalinated water in deep aquifers and retrieves it when needed. Upon completion, it will be able to store up to 6,000 million imperial gallons of water, making it the world's largest ASR project designed for emergency use.
- DEWA continues to efficiently manage the wastewater generated within the scope of its operations at the Jebel Ali Power and Desalination Complex by following Dubai Municipality guidelines to ensure that water discharge quality is up to standards and safe for the surrounding ecosystems. In 2025, a total of 92.7% of the recoverable wastewater (process wastewater and treated sewage effluent) generated was re-used in the Jebel Ali Power Station Complex.



Goal 7: Affordable and clean energy for all

- In 2025, DEWA announced its plans to increase the capacity of the Mohammed bin Rashid Al Maktoum Solar Park to more than 8,000 MW by 2030, compared to the original plan of 5,000 MW.
- DEWA uses a management tool that carefully coordinates all maintenance activities to ensure uninterrupted services while meeting demand with the highest efficiency and minimum fuel cost.
- The Shams Dubai initiative encourages household and building owners to instal PV panels to generate electricity, and to connect them to DEWA's grid. The electricity is used on site and the surplus is exported to DEWA's network.



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

- DEWA Academy is an extension of DEWA's commitment to invest in young minds and prepare them to carry forward the UAE's ambition of achieving sustainable development through its comprehensive technical and vocational education and training programme. During 2025, 53 students graduated from DEWA Academy, and 58 previous graduates were employed by DEWA.
- In 2025, the British Safety Council presented DEWA with a Triple Sword, Globe and Shield of Honour Award Certificate for winning the following three awards:
  1. Sword of Honour for Health & Safety for the 18th time
  2. Shield of Honour for Wellbeing the second time
  3. Globe of Honour for Environmental Management the 14th time



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

- DEWA implements an organisation-wide energy management system covering power generation plants, substations, administrative buildings and its vehicle fleet to strengthen operational efficiency.
- As of 2025, DEWA's Research & Development Centre has 347 world-class (Scopus indexed) research publications, with 65 patent applications filed and 17 patents granted since 2017. The research includes, but is not limited to, solar, water, space and remote sensing, AI and 3D printing.



Goal 12: Ensure sustainable consumption and production patterns

- DEWA issues a Sustainability Report on an annual basis
- DEWA is one of the first entities in the region to develop a comprehensive circular economy strategy and framework.
- To ensure available, reliable and high-quality supply of electricity, cost optimisation and efficient and effective asset management, an initiative was adopted to de-commission 33 kV substations and secure supply through 132/11 kV substations. This initiative avoids investment in the obsolete, old equipment and also standardises primary voltage to 11kV, with a projected annual savings of approximately Đ10 million.



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 mid-century as it strives to achieve net zero by 2050.
- DEWA supports the global response to climate change by implementing a number of measures to reduce or avoid greenhouse gas emissions, notably through fuel mix diversification, supply side energy efficiency, demand side management and the CO_2 emissions reduction programme.

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 by 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 formed the **Grievances & Complaints Committee,** which is responsible for reviewing and issuing decisions on referred employee grievances and complaints.

MECHANISMS FOR SEEKING ADVICE AND RAISING CONCERNS

DEWA acknowledges the importance of avoiding misconduct, including the violation of laws, in its operations and business connections. DEWA is committed 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 the Code of Conduct, the Anti-Bribery, Corruption and Fraud Policy, the Anti-Money Laundering Policy and the 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, and affirm our commitment to conducting our business and operations in an honest, transparent and ethical manner and as per the applicable UAE federal laws and emirate of Dubai legislation.

For more information on ***mechanism on seeking advise and raising concerns,*** *please scan the below QR code:*

MEMBERSHIP ASSOCIATIONS

DEWA plays an active role in a number of national and international organisations, councils and committees. These include, but are not limited to, the following organisation's councils and committees:

1. The Executive Council of Dubai
2. Strategic Affairs Council
3. Dubai Supreme Council of Energy
4. Dubai Supreme Fiscal Committee
5. Dubai Council
6. Dubai Future Council on Energy
7. United Nations Global Compact
8. World Green Economy Organization
9. The Carbon Abatement Committee
10. Dubai Demand Side Management Committee
11. The Board of Trustees of the UAE Water Aid Foundation (Suqia UAE)
12. Mohammed bin Rashid Al Maktoum Global Initiative Committees
13. Liquidated Damages Committee
14. Dubai Sustainable Development Goals for Cities Committee

Internal Committees:

The management team is assisted in its work by a number of additional committees, which are made up of members of the management team or other DEWA division representatives. These include the Complaints & Grievances Committee; Women's Committee; 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, Cyber Emergency Response Committee, Tender Opening Committee and Digital Transformation Committee.

POLICIES

Over the years, DEWA has established a comprehensive set of policies designed to reinforce its commitments and guide business operations in line with national priorities and global best practices. These policies provide a structured approach to managing economic, environmental, social and human rights considerations, ensuring that DEWA's activities remain responsible, transparent and sustainable.

The policy framework supports DEWA's adherence to applicable laws, regulations and strategic objectives while promoting accountability and alignment with international standards. For detailed information on DEWA's policies and governance practices, stakeholders are encouraged to consult the policies available on DEWA's official website.

*For more information on **DEWA's policies,** please scan the QR code:*

CONSOLIDATED FINANCIAL STATEMENTS



Directors' Report

2025 marks an outstanding year for DEWA PJSC after achieving historic revenue of AED 32.8 bn, EBITDA of AED 17.3 bn and an unprecedented Operating profit of nearly AED 11 bn. Concurrent with growth of the Emirate, demand for electricity, water and cooling services has risen significantly. Electricity demand increased by 5.11%, Water demand by 6.94% and cooling services revenue grew by 4.9% in the year. This is the main contributor to the 6% revenue growth achieved in 2025. Peak electricity usage rose by 5.8% to 11,391 MW, peak daily water demand rose by 7% to 487 million imperial gallons per day (MIGD).

In line with the ambitious Net Zero by 2050 strategy. DEWA prioritized its investments to enhance renewable energy generation capacity. Total installed power generation capacity reached 17,979 MW by 2025 year-end (an increase of 4.7% over the previous year) out of which green energy capacity accounted for 21.5%. During the year, DEWA invested AED 11.8 bn, primarily on IPP/IWP projects and on the Transmission and Distribution network. Notable renewable projects include the 950 MW concentrated hybrid solar plant which is fully connected to the grid, the 1,500 MWH capacity Hatta Pumped Storage Hydro-electric Power Station, the 180 MIGD Hassyan Seawater Reverse Osmosis plant that achieved early water production ahead of schedule and the 1,800 MW Solar IPP plant that is 86% complete and scheduled for commissioning in 2026.

In 2025 nearly 57,000 new Electricity and Water account were added to our customer base, which surpassed 1.3 million by year-end, registering 4.5% increase over the previous year. A major part of our capital expenditure was incurred to expand and strengthen the Transmission and Distribution network, which is renowned for its high reliability and efficiency, having achieved the world's lowest electricity line loss of 2% and water line loss of 4.4% as well as the globally lowest customer minutes lost (CML) of 0.82 minutes per year.

DEWA is a resilient and strategy focussed organization, determined to stay in the forefront by utilizing digitisation and AI for process optimization, reducing costs, delivering high service quality level and ensuring reliability and security of critical services. All our activities during the year adhered to the highest environmental, health and safety standards. This strategy has positioned DEWA as a globally leading and sustainable utility, acknowledged for its top rank in 15 key performance indicators across all the core utility domains of Generation, Transmission, Distribution and Customer Service.

H.E. Majid Hamad Rahma Al Shamsi
Chairman

H.E. Saeed Mohammed Al Tayer
Vice Chairman,
Managing Director & CEO

Dated: 27.02.2026
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 2025, 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 2025, 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 Auditors' Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Group in accordance with the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code), as applicable to audits of the financial statements of public interest entities, together with the ethical requirements that are relevant to audits of the financial statements of public interest entities in the United Arab Emirates. We have also 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 period. 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

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 1,216 million (2024: AED 1,125 million) is shown as accrued revenue and included within revenue.

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.

How the matter was addressed in our audit

Our audit procedures performed included, among others, the following:

- 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 2025, the Group recognized net trade receivables from sale of electricity and water of AED 3,049 million (2024: AED 2,723 million), net of expected credit loss allowance (ECL allowance) of AED 376 million (2024: AED 457 million). In accordance with the requirements of IFRS 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 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.	**Our audit procedures performed included, among others, the following:** • 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 Integrated Report (including Directors' 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 Integrated 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, as amended, 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 for overseeing the 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 an opinion on the effectiveness of the Group's internal control.
- 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 describe these matters in our auditors' report 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, as amended, we report that for the year ended 31 December 2025:

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, as amended;

iii) the Group has maintained proper books of account;

iv) the financial information included in the Directors' Report is consistent with the books of account of the Group;

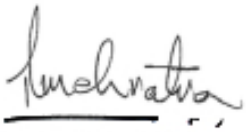
v) as disclosed in note 1 to the consolidated financial statements, the Group has not purchased any shares during the year ended 31 December 2025;

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 2025 any of the applicable provisions of the UAE Federal Decree Law No. 32 of 2021, as amended, 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 2025; and

viii) note 30 to the consolidated financial statements discloses the social contributions made during the year ended 31 December 2025.

KPMG Lower Gulf Limited



Nitin Mehrotra

Registration number: 5765

Dubai, United Arab Emirates

Date: 27 February 2026

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

	Notes	As at 31 December 2025 AED'000	2024 AED'000
Assets			
Non-current assets			
Property, plant and equipment	7	**163,300,630**	158,251,706
Intangible assets	8	**723,294**	440,699
Investments accounted using the equity method	9.3	**-**	640
Derivative financial instruments	10	**889,821**	1,719,527
Financial assets at fair value through other comprehensive income	11	**55,778**	55,709
Investment property	12	**170,793**	118,015
Deferred tax assets	13	**197,743**	207,401
Other assets	14	**1,008,200**	1,283,505
Financial assets at fair value through profit or loss	15.1	**377,177**	206,017
Other financial assets at amortised cost	15.2	**3,211,690**	3,179,039
Trade receivables	17	**53,641**	3,550
Term deposits	18	**1,461,856**	-
Total non-current assets		**171,450,623**	165,465,808
Current assets			
Derivative financial instruments	10	**125,357**	377,785
Other assets	14	**426,283**	404,027
Financial assets at fair value through profit or loss	15.1	**45,461**	25,466
Other financial assets at amortised cost	15.2	**3,206,006**	4,127,210
Inventories	16	**1,487,215**	1,559,690
Trade receivables	17	**3,428,929**	3,103,822
Term deposits	18	**6,577,488**	3,586,277
Cash and cash equivalents	19	**8,391,415**	6,105,223
Total current assets		**23,688,154**	19,289,500
Total assets		**195,138,777**	184,755,308
Equity and liabilities			
Equity			
Share capital	20	**500,000**	500,000
Capital contribution	20	**39,165,645**	39,117,511
Statutory reserve	20	**591,346**	591,346
Hedging reserve	20	**485,839**	1,056,262
Retained earnings		**50,273,686**	48,084,114
Equity attributable to the Owners of the Company		**91,016,516**	89,349,233
Non-controlling interests	9.2	**6,753,019**	5,638,617
Total equity		**97,769,535**	94,987,850

CONSOLIDATED STATEMENT OF FINANCIAL POSITION (CONTINUED)

	Notes	As at 31 December 2025 AED'000	2024 AED'000
Liabilities			
Non-current liabilities			
Derivative financial instruments	10	**23,807**	6,217
Deferred tax liabilities	13	**61,101**	113,131
Borrowings	21	**31,921,882**	28,828,863
Retirement benefit obligations	22	**1,162,622**	1,109,622
Lease liabilities	23	**35,623**	25,332
Other long-term liabilities	24	**36,958,212**	33,748,372
Total non-current liabilities		**70,163,247**	63,831,537
Current liabilities			
Borrowings	21	**6,654,393**	7,343,913
Derivative financial instruments	10	**34,823**	176
Lease liabilities	23	**18,458**	18,597
Trade and other payables	25	**19,799,708**	18,205,891
Total current liabilities		**26,507,382**	25,568,577
Total liabilities		**96,670,629**	89,400,114
Total equity and liabilities		**194,440,164**	184,387,964
Regulatory deferral account credit balance	26	**698,613**	367,344
Total equity, liabilities and regulatory deferral account credit balance		**195,138,777**	184,755,308

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 2025.

These consolidated financial statements were approved by the Board of Directors on 27 February 2026 and signed on their behalf by:



.....
Chairman



.....
Vice-Chairman,
Managing Director & Chief Executive Officer

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

	Notes	For the year ended 31 December 2025 AED'000	2024 AED'000
Revenue	28	**32,841,823**	30,977,351
Cost of sales	29	**(19,776,710)**	(19,170,338)
Gross profit		**13,065,113**	11,807,013
Administrative expenses	30	**(3,321,023)**	(3,169,242)
Credit impairment reversal - net	15, 17 & 18	**105,728**	93,197
Other income	31	**1,101,693**	593,557
Operating profit		**10,951,511**	9,324,525
Finance costs	32	**(1,839,073)**	(2,133,855)
Finance income	32	**1,221,774**	959,837
Finance costs – net	32	**(617,299)**	(1,174,018)
Profit for the year before net movement in regulatory deferral account		**10,334,212**	8,150,507
Net movement in regulatory deferral account	26	**(331,269)**	(167,413)
Profit for the year after net movement in regulatory deferral account		**10,002,943**	7,983,094
Income tax expense	13	**(947,599)**	(748,905)
Profit for the year after net movement in regulatory deferral account and tax		**9,055,344**	7,234,189
Other comprehensive income:			
Items that will not be reclassified to profit or loss			
Remeasurements of retirement benefit obligations	22.1	**44,416**	18,047
Items that may be reclassified to profit or loss			
Cash flow hedges – reclassified to profit or loss	10	**(854,876)**	(711,454)
Cash flow hedges – effective portion of changes in fair value of derivative financial instruments	10	**(285,446)**	1,238,085
Debt instrument at FVOCI – change in fair value	11	**68**	913
Related tax	13	**49,344**	(102,236)
Other comprehensive (loss)/income for the year		**(1,046,494)**	443,355
Total comprehensive income for the year		**8,008,850**	7,677,544
Profit for the year attributable to			
- Owners of the Company		**8,346,887**	7,012,660
- Non-controlling interests		**708,457**	221,529
		9,055,344	7,234,189
Total comprehensive income for the year attributable to			
- Owners of the Company		**7,819,149**	7,261,205
- Non-controlling interests		**189,701**	416,339
		8,008,850	7,677,544
Earnings per share			
Basic and diluted earnings per share (AED)	33	**0.167**	0.140

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

	Attributable to the Owners							
	Share capital	Capital contribution	Statutory reserve	Hedging reserve	Retained earnings	Total	Non-controlling interests	Total equity
	AED'000	AED'000	AED'000	AED'000	AED'000	AED'000	AED'000	AED'000
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 (b))	-	(925,486)	-	-	-	(925,486)	-	(925,486)
Dividends 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
At 1 January 2025	**500,000**	**39,117,511**	**591,346**	**1,056,262**	**48,084,114**	**89,349,233**	**5,638,617**	**94,987,850**
Total comprehensive income for the year								
Profit for the year	**-**	**-**	**-**	**-**	**8,346,887**	**8,346,887**	**708,457**	**9,055,344**
Other comprehensive income	**-**	**-**	**-**	**(570,423)**	**42,685**	**(527,738)**	**(518,756)**	**(1,046,494)**
Total comprehensive income for the year	**-**	**-**	**-**	**(570,423)**	**8,389,572**	**7,819,149**	**189,701**	**8,008,850**
Transactions with the Owners								
Capital contribution by non-controlling interests	**-**	**-**	**-**	**-**	**-**	**-**	**2,117,519**	**2,117,519**
Capital repayment to non-controlling interests	**-**	**-**	**-**	**-**	**-**	**-**	**(32,396)**	**(32,396)**
Capital contribution – value of lands (net) (refer note 7(b))	**-**	**48,134**	**-**	**-**	**-**	**48,134**	**-**	**48,134**
Dividends paid (refer note 38)	**-**	**-**	**-**	**-**	**(6,200,000)**	**(6,200,000)**	**(1,160,422)**	**(7,360,422)**
At 31 December 2025	**500,000**	**39,165,645**	**591,346**	**485,839**	**50,273,686**	**91,016,516**	**6,753,019**	**97,769,535**

CONSOLIDATED STATEMENT OF CASH FLOWS

	Notes	For the year ended 31 December 2025 AED'000	2024 AED'000
Cash flows from operating activities			
Profit for the year after tax		**9,055,344**	7,234,189
Adjustments for:			
Depreciation	7 & 12	**6,594,840**	6,483,149
Amortisation – intangible assets	8	**114,286**	84,783
Gain on modification of lease		**-**	(89)
Provision for inventory	16	**25,571**	10,709
Impairment of property, plant and equipment	7	**-**	919
Fair value adjustments		**(28,966)**	(29,125)
Liabilities written back	31	**-**	(23,072)
Credit impairment reversal	15, 17 & 18	**(105,728)**	(93,197)
Deferred income	28.1	**(1,399,053)**	(1,164,098)
Retirement benefit obligations – gratuity	22.1	**163,243**	149,487
Retirement benefit obligations – pensions	22.2	**137,658**	130,961
Ineffective portion of gain on derivative financial instrument	32	**(5,952)**	(2,751)
Gain on disposal of property, plant and equipment	31	**(1,817)**	(4,683)
Insurance claim income		**(130,945)**	(353,313)
Finance costs	32	**1,826,974**	2,133,855
Finance income	32	**(1,203,723)**	(957,086)
Income tax expense	13	**947,599**	748,905
Operating cash flows before changes in operating assets and liabilities		**15,989,331**	14,349,543
Changes in operating assets and liabilities:			
Inventories	16	**46,904**	(169,244)
Other assets		**253,049**	(74,372)
Trade receivables		**(280,261)**	410,622
Other financial assets		**1,184,231**	(476,931)
Trade and other payables		**5,339,187**	3,405,417
Regulatory deferral account credit balance	26	**331,269**	167,413
Net operating cash flows		**22,863,710**	17,612,448
Income tax paid		**(818,089)**	-
Payment for retirement benefit obligations – gratuity	22.1	**(66,897)**	(38,377)
Payment for retirement benefit obligations – pensions	22.2	**(128,247)**	(138,662)
Net cash generated from operating activities		**21,850,477**	17,435,409

CONSOLIDATED STATEMENT OF CASH FLOWS (CONTINUED)

	Note	For the year ended 31 December 2025 AED'000	2024 AED'000
Net cash generated from operating activities		**21,850,477**	17,435,409
Investing activities			
Purchase of property, plant and equipment net of movements in capital payables and other long-term liabilities		**(10,590,210)**	(9,267,317)
Deposits with original maturity of greater than three months – placed		**(14,658,900)**	(10,098,798)
Deposits with original maturity of greater than three months – matured		**10,202,547**	11,406,036
Investment in debt instruments – placed		**(19,995)**	(856,895)
Investment in debt instruments – matured		**56,701**	1,060,761
Investment in equity instruments – placed		**(147,721)**	(39,230)
Investment in equity instruments – matured		**6,886**	5,615
Purchase of intangible assets	8	**(13,602)**	(7,213)
Additions to investment property	12	**(25,687)**	-
Interest received		**1,201,295**	1,014,861
Acquisition of subsidiary		**-**	(159)
UAE National Bonds and Sukuk Bonds – placed		**(1,217,071)**	(1,526,236)
UAE National Bonds and Sukuk Bonds – matured		**782,043**	1,207,955
Proceeds from disposal of property, plant and equipment		**8,727**	167,464
Net cash used in investing activities		**(14,414,987)**	(6,933,156)
Financing activities			
Repayments of borrowings	21	**(16,836,486)**	(8,858,382)
Proceeds from borrowings	21	**19,603,965**	7,502,808
Interest paid on borrowings	21	**(2,203,097)**	(2,577,233)
Interest paid on lease liabilities	23	**(2,507)**	(232)
Payment of lease liabilities	23	**(22,570)**	(17,958)
Capital repayment to non-controlling interests		**(32,396)**	(50)
Capital contribution by non-controlling interests		**1,531,627**	749,342
Dividends paid to the Owners	38	**(6,200,000)**	(6,200,000)
Dividends paid to non-controlling interests	38	**(1,160,422)**	(385,236)
Net cash used in financing activities		**(5,321,886)**	(9,786,941)
Net increase in cash and cash equivalents		**2,113,604**	715,312
Cash and cash equivalents at the beginning of the year		**5,373,629**	4,658,317
Cash and cash equivalents at the end of the year	19	**7,487,233**	5,373,629

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

In prior years, 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 December 2025	2024	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
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	**48**	48	Establishing and operating district cooling projects and providing air-conditioning, ventilator and refrigeration services.
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

Name of the entity	Percentage of beneficial ownership 31 December 2025	2024	Principal business activities
EMPOWER Engineering & Consultancy LLC	**56**	56	Project development consultant services
Palm Utilities LLC	**56**	56	Establish and operate district cooling projects and provide air conditioning, ventilator and refrigeration services
Palm District Cooling LLC (PDC)	**56**	56	Establish and operate district cooling projects and provide air conditioning, ventilator and refrigeration services.
Empower Insulated Pipe Systems L.L.C.	**56**	56	Manufacturing of pre-insulated pipes, mainly for district cooling
Shuaa Energy 2 P.S.C	**60**	60	Establish and provide full range of services for generation of electricity
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

Name of the entity	Percentage of beneficial ownership 31 December 2025	2024	Principal business activities
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	**100**	100	Holding Company
Shuaa Energy 4 Holding LLC	**100**	100	Holding Company
Shuaa Energy 4 P.S.C	**60**	60	Establish and provide full range of services for generation of electricity
Hassyan Water Company A P.S.C	**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
Dubai Green Fund Investments Limited (i)	**100**	-	To invest and manage commercial, industrial, retail trade, real estate, healthcare, agricultural and educational enterprises

i) On 24 January 2025, Dubai Green Fund Investments Limited was incorporated with 100% ownership held by the Group.

During the current year, the Group has not purchased any shares.

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 retirement benefit obligations, derivative financial instruments, 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 2026 and earlier application is permitted, however, the Group has not early adopted the new or amended standards in preparing the consolidated financial statements.

IFRS 18 will replace IAS 1 Presentation of Financial Statements and applies for annual reporting periods beginning on or after 1 January 2027. The new accounting standard introduces the following key new requirements.

- Entities are required to classify all income and expenses into five categories in the consolidated statement of profit or loss and other comprehensive income, namely the operating, investing, financing, discontinued operations and income tax categories. Entities are also required to present a newly-defined operating profit subtotal. Entities' net profit will not change.
- Management-defined performance measures (MPMs) are disclosed in a single note in the consolidated financial statements.
- Enhanced guidance is provided on how to group information in the consolidated financial statements.

In addition, all entities are required to use the operating profit subtotal as the starting point for the statement of cash flows when presenting operating cash flows under the indirect method.

The Group is still in the process of assessing the impact of the new accounting standard, particularly with respect to the structure of the Group's consolidated statement of profit or loss and other comprehensive income, the consolidated statement of cash flows and the additional disclosures required for MPMs. The Group is also assessing the impact on how information is grouped in the consolidated financial statements, including for items currently labelled as 'other'.

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

	Effective date
Classification and Measurement of Financial Instruments - Amendments to IFRS 9 and IFRS 7	1 January 2026
Contracts Referencing Nature-dependent Electricity - Amendments to IFRS 9 and IFRS 7	1 January 2026
Annual Improvements to IFRS Accounting Standards - Volume 11	1 January 2026
IFRS 19 Subsidiaries without Public Accountability: Disclosures	1 January 2027
Sale or Contribution of Assets between an Investor and its Associate 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 are required to be adopted in annual periods beginning on 1 January 2025 and do not have a material impact on the Group's consolidated financial statements:

	Effective date
Lack of Exchangeability - Amendments to IAS 21 The Effects of Changes in Foreign Exchange Rates	1 January 2025

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 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 (2025 and 2024)
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

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 accrued revenue 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 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 a 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 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 with 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) 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.

Remeasurements 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

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 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 is 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 asset. 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 of 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 sub-committees of the Board of Directors 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, due from related parties, and term deposits.

The carrying amounts of financial assets represent the maximum credit exposure. Credit impairment reversal on financial assets recognised in profit or loss were as follows:

	2025	2024
	AED'000	AED'000
Impairment reversal on trade receivables (refer note 17)	**(94,937)**	(97,936)
Impairment (reversal)/loss on other financial assets at amortised cost (refer note 15.2)	**(14,077)**	3,865
Impairment loss on term deposits (refer note 18)	**3,286**	874
	(105,728)	(93,197)

(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 represent the maximum exposure to credit risk at the end of each reporting period presented.

The Group manages credit risk through ongoing monitoring of outstanding customer balances and, where appropriate, mitigates exposure by disconnecting services or requesting additional security deposits.

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 are a reasonable approximation of the loss rates for the accrued revenue.

The following table provides information about the exposure to credit risk and ECLs for trade receivables and accrued revenue from individual customers for 2025 and 2024:

As at 31 December 2025	**Expected loss rate**	**Gross carrying amount AED'000**	**Loss allowance AED'000**
Current	**0.86%**	**2,843,043**	**24,320**
More than 30 days past due	**3.16%**	**202,610**	**6,400**
More than 60 days past due	**10.59%**	**124,101**	**13,145**
More than 120 days past due	**19.56%**	**142,838**	**27,936**
More than 360 days past due	**59.09%**	**590,977**	**349,198**
		3,903,569	**420,999**

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

(b) Other financial assets

With respect to credit risk arising from the other financial assets at amortised cost of the Group, which comprise 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.

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 8,391 million as at 31 December 2025 (2024: AED 6,105 million) (refer note 19). The cash and cash equivalents are held with banks and financial institution counterparties and related parties having credit rating as detailed below:

Credit ratings	Source	**2025** **AED'000**	2024 AED'000
AA-	Fitch	**37,072**	3,534
A+	Fitch	**5,863,424**	4,814,379
A	Fitch	**2,203,192**	1,132,316
A-	Fitch	**186,232**	11,775
BBB+	Fitch	**100,860**	2,687
BB	Fitch	**-**	138,069
Baa1	Moody's	**-**	1,706
Baa3	Moody's	**-**	165
Caa3	Moody's	**70**	67
		8,390,850	6,104,698

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

(d) Term deposits

The Group held term deposits of AED 8,052 million as at 31 December 2025 (2024: AED 3,596 million) (refer note 18). The term deposits are held with banks and financial institutions having credit rating as detailed below:

Credit ratings	Source	**2025 AED'000**	2024 AED'000
A+	Fitch	**4,458,919**	2,965,260
A	Fitch	**1,836,150**	300,000
A-	Fitch	**949,104**	-
Baa1	Moody's	**-**	100,000
BBB+	Fitch	**807,704**	230,264
		8,051,877	3,595,524

(e) UAE National Bonds and Sukuk Bonds

The Group held UAE National Bonds and Sukuk Bonds of AED 2,018 million as at 31 December 2025 (2024: AED 1,583 million) (refer note 15.2). The UAE National Bonds and Sukuk Bonds are held with financial institutions having credit rating as detailed below:

Credit ratings	Source	**2025 AED'000**	2024 AED'000
A+	Fitch	**166,140**	91,973
A	Fitch	**50,218**	50,169
A-	Fitch	**427,297**	203,769
AA-	Fitch	**1,001,081**	906,490
BBB	Fitch	**373,304**	330,611
		2,018,040	1,583,012

(f) Derivatives

The derivatives are entered into with bank and financial institution counterparties, which are rated AA- to AA+ (2024: AA- to AA+) based on Fitch ratings. All other financial assets are unrated.

(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 2025					
Secured borrowings (refer note 21)	**6,537,064**	**1,943,262**	**35,861,323**	**44,341,649**	**31,778,236**
Unsecured borrowings (refer note 21)	**1,142,084**	**246,774**	**6,044,572**	**7,433,430**	**6,798,039**
Lease liabilities (refer note 23)	**18,498**	**17,210**	**19,797**	**55,505**	**54,081**
Other long-term liabilities *(refer note 24)	**-**	**237,360**	**309,733**	**547,093**	**511,392**
Trade and other payables *(refer note 25)	**15,571,010**	**-**	**-**	**15,571,010**	**15,571,010**
	23,268,656	**2,444,606**	**42,235,425**	**67,948,687**	**54,712,758**

	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

* These do not include advances for new connections, corporate tax payable, 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 2025					
Interest rate swaps used for hedging	**34,823**	**-**	**23,807**	**58,630**	**58,630**

	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

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 United Arab Emirates Dirham ("AED") and the United States Dollar ("USD"), a currency to which the AED is currently pegged. The Group also has certain transactions in other foreign currencies, mainly in Euros. However, the foreign currency exposure arising out of foreign currency denominated balances as at 31 December 2025 and 2024 are not material.

During the year, the Group entered into USD/AED forward contracts to hedge USD-denominated cash flows. As the AED is pegged to the USD, exchange rate volatility is historically insignificant and economic exposure is limited. Accordingly, fair value movements on the forward contracts during the reporting period were immaterial.

(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

During the prior 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:

	2025 AED'000	2024 AED'000
Variable rate borrowings	**32,917,284**	31,429,585
Effect of interest rate swaps	**(26,873,888)**	(24,905,758)
	6,043,396	6,523,827
Fixed rate borrowings	**5,658,991**	4,743,191
Effect of interest rate swaps	**26,873,888**	24,905,758
	32,532,879	29,648,949
	38,576,275	36,172,776

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 2025				
Variable rate borrowings	**(60,434)**	**60,434**	**-**	**-**
Interest rate swaps	**-**	**-**	**268,739**	**(268,739)**
Cash flow sensitivity, net	**(60,434)**	**60,434**	**268,739**	**(268,739)**
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)

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 269 million (2024: AED 249 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 financial assets at fair value through other comprehensive income and derivatives, which are the only financial instruments which are carried at fair value and fall into level 1 and level 2 of the fair value hierarchy respectively (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 65 million (2024: AED 64 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 65 million (2024: AED 64 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.

Further, during the prior years, EMPOWER entered into an agreement with Dubai Aviation and City Corporation (“DACC”) to acquire 85% of DXB CoolCo. FZCO which confers the Group with an effective ownership percentage of 48% over 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, EMPOWER has adequate rights to make strategic, operational and financial decisions unilaterally. On that basis, the management concluded that EMPOWER, and thus by extension, the Group has control over DXB CoolCo. FZCO.

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, investing and managing commercial, industrial, retail trade and energy enterprises and implementing 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

31 December 2025	DEWA	EMPOWER	IWPP	Others	Eliminations	Total
	AED'000	AED'000	AED'000	AED'000	AED'000	AED'000
Segment assets						
Non-current assets	**140,190,372**	**9,038,193**	**38,408,263**	**6,292,917**	**(22,479,122)**	**171,450,623**
Current assets	**16,208,249**	**2,778,629**	**2,456,684**	**4,186,149**	**(1,941,557)**	**23,688,154**
Total assets	**156,398,621**	**11,816,822**	**40,864,947**	**10,479,066**	**(24,420,679)**	**195,138,777**
Segment liabilities						
Non-current liabilities	**48,186,328**	**5,886,726**	**27,683,234**	**660,410**	**(12,253,451)**	**70,163,247**
Current liabilities	**16,825,059**	**2,432,785**	**2,692,753**	**6,544,569**	**(1,987,784)**	**26,507,382**
Regulatory deferral account credit balance	**698,613**	**-**	**-**	**-**	**-**	**698,613**
Total liabilities and regulatory deferral account credit balance	**65,710,000**	**8,319,511**	**30,375,987**	**7,204,979**	**(14,241,235)**	**97,369,242**
Net segment assets	**90,688,621**	**3,497,311**	**10,488,960**	**3,274,087**	**(10,179,444)**	**97,769,535**

31 December 2024	DEWA	EMPOWER	IWPP	Others	Eliminations	Total
	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

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

	DEWA	EMPOWER	IWPP	Others	Eliminations	Total
31 December 2025	**AED'000**	**AED'000**	**AED'000**	**AED'000**	**AED'000**	**AED'000**
Sale of electricity	**21,992,873**	**-**	**2,591,013**	**-**	**(3,813,395)**	**20,770,491**
Sale of water	**6,344,669**	**-**	**-**	**-**	**(242,528)**	**6,102,141**
District cooling	**-**	**3,402,090**	**-**	**-**	**-**	**3,402,090**
Others	**1,618,748**	**75,521**	**-**	**1,993,444**	**(1,120,612)**	**2,567,101**
Segment revenue	**29,956,290**	**3,477,611**	**2,591,013**	**1,993,444**	**(5,176,535)**	**32,841,823**
Cost of sales	**(18,988,257)**	**(1,989,283)**	**(1,507,626)**	**(1,120,368)**	**3,828,824**	**(19,776,710)**
Gross profit	**10,968,033**	**1,488,328**	**1,083,387**	**873,076**	**(1,347,711)**	**13,065,113**
Administrative expenses	**(3,058,305)**	**(256,383)**	**(158,208)**	**(577,593)**	**729,466**	**(3,321,023)**
Credit impairment reversal/ (losses)	**80,922**	**16,137**	**-**	**(18,896)**	**27,565**	**105,728**
Other income	**1,840,853**	**24,430**	**714,645**	**72,848**	**(1,551,083)**	**1,101,693**
Operating profit	**9,831,503**	**1,272,512**	**1,639,824**	**349,435**	**(2,141,763)**	**10,951,511**
Finance costs	**(310,078)**	**(224,698)**	**(1,826,056)**	**(59,386)**	**581,145**	**(1,839,073)**
Finance income	**126,725**	**55,347**	**820,768**	**269,994**	**(51,060)**	**1,221,774**
Finance (costs)/income – net	**(183,353)**	**(169,351)**	**(1,005,288)**	**210,608**	**530,085**	**(617,299)**
Net movement in regulatory deferral account	**(331,269)**	**-**	**-**	**-**	**-**	**(331,269)**
Profit for the year before tax	**9,316,881**	**1,103,161**	**634,536**	**560,043**	**(1,611,678)**	**10,002,943**
Income tax expense	**(730,001)**	**(99,226)**	**(74,362)**	**(42,797)**	**(1,213)**	**(947,599)**
Profit for the year after tax	**8,586,880**	**1,003,935**	**560,174**	**517,246**	**(1,612,891)**	**9,055,344**
Other comprehensive income						
Items that will not be reclassified to profit or loss						
Remeasurements of retirement benefit obligations	**49,934**	**(5,518)**	**-**	**-**	**-**	**44,416**
Items that may be reclassified to profit or loss						
Cash flow hedges – reclassified to profit or loss	**-**	**-**	**(854,876)**	**-**	**-**	**(854,876)**
Cash flow hedges – effective portion of changes in fair value of derivative financial instruments	**(243)**	**-**	**(285,203)**	**-**	**-**	**(285,446)**
Debt instrument at FVOCI – change in fair value	**-**	**68**	**-**	**-**	**-**	**68**
Related tax	**(4,472)**	**491**	**53,325**	**-**	**-**	**49,344**
Other comprehensive income/ (loss) for the year	**45,219**	**(4,959)**	**(1,086,754)**	**-**	**-**	**(1,046,494)**
Total comprehensive income/ (loss) for the year	**8,632,099**	**998,976**	**(526,580)**	**517,246**	**(1,612,891)**	**8,008,850**

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

31 December 2024	DEWA AED'000	EMPOWER AED'000	IWPP AED'000	Others AED'000	Eliminations AED'000	Total 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 costs	(548,796)	(248,139)	(2,067,097)	(41,489)	771,666	(2,133,855)
Finance income	255,249	54,027	608,351	228,952	(186,742)	959,837
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)
Profit/(loss) for the year before tax	8,717,028	998,332	(424,492)	478,152	(1,785,926)	7,983,094
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 derivative 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/ (loss) for the year	8,028,648	912,493	29,981	439,390	(1,732,968)	7,677,544

c) Other segment information

31 December 2025	DEWA AED'000	EMPOWER AED'000	IWPP AED'000	Others AED'000	Eliminations AED'000	Total AED'000
Capital expenditure	**7,203,870**	**612,850**	**3,877,457**	**601,181**	**(195,025)**	**12,100,333**
Depreciation and amortisation expense	**5,552,818**	**376,034**	**675,340**	**150,448**	**(45,514)**	**6,709,126**

31 December 2024	DEWA AED'000	EMPOWER AED'000	IWPP AED'000	Others AED'000	Eliminations AED'000	Total AED'000
Capital expenditure	5,564,046	435,999	5,381,336	416,317	(627,648)	11,170,050
Depreciation and amortisation expense	5,088,797	354,489	598,955	562,660	(36,969)	6,567,932

(iii) Geographic information

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

7. PROPERTY, PLANT AND EQUIPMENT

At 31 December 2024	Land and buildings AED'000	Right-of-use assets AED'000	Generation, desalination and district cooling plants AED'000	Transmission and distribution networks AED'000	Other equipment and assets AED'000	Capital work in progress AED'000	Total AED'000
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
At 31 December 2025							
Opening net book amount	**38,323,059**	**42,521**	**51,895,965**	**52,011,743**	**645,136**	**15,333,282**	**158,251,706**
Additions	**121,638**	**32,722**	**86,383**	**395,180**	**116,801**	**11,078,221**	**11,830,945**
Transfers	**330,727**	**-**	**5,254,373**	**3,011,949**	**199,892**	**(8,796,941)**	**-**
Transfers to intangible assets (refer note 8)	**-**	**-**	**-**	**-**	**(73,248)**	**(79,932)**	**(153,180)**
Transfer to investment property (refer note 12)	**-**	**-**	**-**	**-**	**-**	**(33,408)**	**(33,408)**
Disposals, net	**-**	**-**	**(1,838)**	**(1,659)**	**(3,413)**	**-**	**(6,910)**
Depreciation	**(389,034)**	**(22,653)**	**(2,998,635)**	**(2,926,447)**	**(251,754)**	**-**	**(6,588,523)**
Closing net book amount	**38,386,390**	**52,590**	**54,236,248**	**52,490,766**	**633,414**	**17,501,222**	**163,300,630**
At 31 December 2025							
Cost	**43,892,562**	**148,754**	**83,297,492**	**88,445,089**	**3,828,874**	**17,501,222**	**237,113,993**
Accumulated depreciation	**(5,506,172)**	**(96,164)**	**(29,061,244)**	**(35,954,323)**	**(3,195,460)**	**-**	**(73,813,363)**
Net book amount	**38,386,390**	**52,590**	**54,236,248**	**52,490,766**	**633,414**	**17,501,222**	**163,300,630**

(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 2025 is AED 86 million (2024: AED 93 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 Government of Dubai 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.

Land received for free from third party is initially measured at 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.

The movement represents the net impact of certain plots of land taken back or replaced by the Government of Dubai and also includes lands received from third-party developers.

(c) The gross value of property, plant and equipment, pledged as collateral on borrowings, amounts to AED 37,623 million (2024: AED 34,604 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 430 million (2024: AED 370 million), which was calculated using a capitalisation rate of 4.35% (2024: 4.88%) (refer note 32).

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

(g) In the prior years, a rainstorm and windstorm incident caused damage to certain IWPP companies, mainly the Solar Power Plants. Management had assessed the damages and its financial impact on the Group and accordingly written off the damaged assets. The restoration of assets was recorded in capital work in progress. The damages incurred were covered mainly by insurance companies of IWPP companies. Further, the IWPP companies were also entitled to business interruption claims which was presented in profit or loss.

(h) Depreciation is allocated as detailed below:

	2025	2024
	AED'000	AED'000
Cost of sales		
- Generation and desalination expenditure (refer note 29.1)	**3,135,490**	3,103,920
- Transmission and distribution expenditure (refer note 29.2)	**3,223,213**	3,084,144
Administrative expenses (refer note 30)	**229,820**	295,085
	6,588,523	6,483,149

8. INTANGIBLE ASSETS

	Computer software	Others	Total
	AED'000	AED'000	AED'000
At 31 December 2024			
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

	Computer software	**Others**	**Total**
	AED'000	**AED'000**	**AED'000**
At 31 December 2025			
Opening net book amount	**112,874**	**327,825**	**440,699**
Additions	**13,602**	**230,099**	**243,701**
Transfer from property, plant and equipment (refer note 7)	**153,180**	**-**	**153,180**
Amortisation (refer notes 29.1 & 30)	**(97,529)**	**(16,757)**	**(114,286)**
Closing net book amount	**182,127**	**541,167**	**723,294**
At 31 December 2025			
Cost	**856,378**	**594,795**	**1,451,173**
Accumulated amortisation	**(674,251)**	**(53,628)**	**(727,879)**
Net book amount	**182,127**	**541,167**	**723,294**

(a) Intangible assets of EMPOWER, with a carrying value of AED 316 million, 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, additions of AED 230 million in 'Others' represents a performance-based right to share in benefits arising from the agreement with the Operations and Maintenance (O&M) contractor. This right has been recognized as an intangible asset, as it constitutes an identifiable non-monetary asset without physical substance arising from a contractual arrangement. This transaction represents a non-cash investing activity and has been excluded from the consolidated statement of cash flows.

(c) During the current year, amortisation expense of AED 114 million (2024: AED 85 million) is included in cost of sales and administrative expenses in profit or loss (refer notes 29.1 and 30).

9. INTERESTS IN OTHER ENTITIES

9.1 MATERIAL SUBSIDIARIES

The Group's material subsidiaries that have non-controlling interests (NCI) are EMPOWER and Jumeirah Energy International Holdings LLC ("JEIHL"). The Group does not have any other non-material subsidiaries that have non-controlling interests.

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, through its 100% owned subsidiaries. Refer note 1.

EMPOWER holds investments in Empower Insulated Pipe Systems L.L.C., 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:

	2025	2024
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 Insulated Pipe Systems L.L.C.	**44**	44
Empower Snow LLC	**44**	44
DXB CoolCo. FZCO	**48**	48

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

Summarised statements of financial position

	JEIHL		EMPOWER	
	2025	2024	**2025**	2024
	AED'000	AED'000	**AED'000**	AED'000
Non-current				
Assets	**38,408,263**	36,358,143	**9,038,193**	8,823,595
Liabilities	**(27,683,234)**	(24,540,781)	**(5,886,726)**	(5,872,991)
	10,725,029	11,817,362	**3,151,467**	2,950,604
Current				
Assets	**2,456,684**	3,735,863	**2,778,629**	2,359,451
Liabilities	**(2,692,753)**	(5,658,609)	**(2,432,785)**	(1,936,720)
	(236,069)	(1,922,746)	**345,844**	422,731
Net assets (100%)	**10,488,960**	9,894,616	**3,497,311**	3,373,335
Net assets attributable to NCI	**5,279,213**	4,218,720	**1,473,806**	1,419,897

Summarised statements of profit or loss and other comprehensive income

	JEIHL		EMPOWER	
	2025	2024	**2025**	2024
	AED'000	AED'000	**AED'000**	AED'000
Revenue	**2,591,013**	2,142,267	**3,477,611**	3,319,640
Profit/(loss) for the year after tax	**560,174**	(394,496)	**1,003,935**	908,235
Remeasurements of retirement benefit obligations	**-**		**(5,518)**	3,427
Debt instrument at FVOCI – change in fair value	**-**		**68**	913
Cash flow hedges – reclassified to profit or loss	**(854,876)**	(711,454)	**-**	-
Cash flow hedges – effective portion of changes in fair value of derivative financial instruments	**(285,203)**	1,238,085	**-**	-
Related tax	**53,325**	(102,154)	**491**	(82)
Total comprehensive (loss)/income	**(526,580)**	29,981	**998,976**	912,493
Profit/(loss) allocated to NCI	**267,367**	(192,217)	**441,090**	399,442
Total comprehensive (loss)/income allocated to NCI	**(249,207)**	719	**438,908**	401,316
Dividends paid to non-controlling interests	**(775,422)**	(11,236)	**(385,000)**	(374,000)

Summarised statement of cash flows

	JEIHL		EMPOWER	
	2025	2024	**2025**	2024
	AED'000	AED'000	**AED'000**	AED'000
Net cash inflow from operating activities	**3,751,730**	1,249,525	**1,862,042**	1,824,402
Net cash outflow from investing activities	**(2,892,645)**	(3,922,636)	**(432,127)**	(272,121)
Net cash (outflow)/ inflow from financing activities	**(463,313)**	2,081,601	**(1,110,797)**	(154,434)
Net increase/ (decrease) in cash and cash equivalents	**395,772**	(591,510)	**319,118**	1,397,847
Cash and cash equivalents, as at 1 January	**597,631**	1,189,141	**1,936,627**	538,780
Cash and cash equivalents, as at 31 December	**993,403**	597,631	**2,255,745**	1,936,627

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	
		2025	2024	**2025**	2024
		%	%	**AED'000**	AED'000
Utility Management Company (L.L.C)	UAE	**-**	50	**-**	490
Etihad Smart Energy Solutions LLC	UAE	**-**	50	**-**	150
				-	640

During the current year, the entities listed above were liquidated. All joint ventures were 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 2026 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 loss of AED 285 million (2024: gains of AED 1,238 million) relating to these hedging instruments is included in other comprehensive income. Cash flow hedges reclassified to profit or loss during the year amounted to AED 855 million (2024: AED 711 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
2025				
Interest payments on floating rate loans	Interest rate swap	**26,873,888**	**1,015,178**	**58,387**
Foreign currency exchange rate	Currency swap	**5,509,500**	**-**	**243**
2024				
Interest payments on floating rate loans	Interest rate swap	24,905,758	2,097,312	6,393

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

31 December 2025	Level 1 AED'000	Level 2 AED'000	Level 3 AED'000	Total AED'000
Assets measured at fair value				
Derivative financial instruments (non-current portion)	-	**889,821**	-	**889,821**
Derivative financial instruments (current portion)	-	**125,357**	-	**125,357**
Liabilities measured at fair value				
Derivative financial instruments (non-current portion)	-	**23,807**	-	**23,807**
Derivative financial instruments (current portion)	-	**34,823**	-	**34,823**

31 December 2024	Level 1 AED'000	Level 2 AED'000	Level 3 AED'000	Total 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

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 approximate 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

	2025 AED'000	2024 AED'000
At the beginning of the year	**55,709**	54,153
Interest accrued	**644**	643
Interest received	**(643)**	-
Fair value adjustment during the year	**68**	913
At the end of the year	**55,778**	55,709

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. These assets are categorized in Level 1 of the fair value hierarchy.

During the current year, gain recognised in other comprehensive income amounted to AED 0.01 million (2024: AED 0.9 million). In addition, interest income arising from these investments, recognised in profit or loss, amounted to AED 3 million (2024: AED 3 million).

12. INVESTMENT PROPERTY

	2025 AED'000	2024 AED'000
Investment property	**170,793**	118,015

The movement in investment property is as follows:

	2025 AED'000	2024 AED'000
At the beginning of the year	**118,015**	85,645
Transfer from capital work in progress (refer note 7)	**33,408**	32,370
Addition during the year	**25,687**	-
Depreciation (refer note 30)	**(6,317)**	-
At the end of the year	**170,793**	118,015

The Group's subsidiary 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 2026. The residential tower is complete and the management has leased it.

During the year ended 31 December 2025, 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 property from property, plant and equipment (refer note 7).

The investment property includes land amounting to AED 2.5 million (2024: AED 2.5 million).

The investment property is carried at cost and its fair value approximates to AED 239 million (2024: 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). The investment property is subsequently measured at cost.

During the current year, rental income recognised in profit or loss amounted to AED 16 million (2024: 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.

	2025	2024
	AED'000	AED'000
Current tax expense		
Current year	**936,632**	853,509
Deferred tax		
Origination and reversal of temporary differences	**10,967**	(104,604)
Total tax expense	**947,599**	748,905

On 9 December 2022, the UAE Ministry of Finance released Federal Decree-Law No. 47 of 2022 on the Taxation of Corporations and Businesses (the CT 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. Further, a rate of 0% shall apply to the Qualifying Free Zone Person subject to satisfaction of prescribed conditions under the CT Law.

The Group is subject to the provisions of the CT Law with effect from 1 January 2024, and current taxes have been accounted for as appropriate in the consolidated financial statements for the year ending 31 December 2025.

On 24 November 2023, the Ministry of Finance ('MoF') published Federal Decree-Law No (60) of 2023, amending certain provisions of the CT Law to facilitate the introduction of domestic minimum tax under the Organization for Economic Cooperation and Development Global Minimum Tax Rules.

To align with these global tax reforms, United Arab Emirates enacted a Domestic Minimum Top-up Tax ('DMTT') legislation, which became effective from the accounting period beginning on or after 1 January 2025. The Group has assessed the applicability of DMTT legislation and concluded that it does not fall within the scope of the legislation.

b) Amounts recognised in other comprehensive income:

	2025			2024		
	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	**44,416**	**(3,997)**	**40,419**	18,047	-	18,047
Items that are or may be reclassified subsequently to profit or loss						
Debt instrument at FVOCI – change in fair value	**68**	**(6)**	**62**	913	(82)	831
Cash flow hedges – effective portion of changes in fair value of derivative financial instruments	**(285,446)**	**53,347**	**(232,099)**	1,238,085	(102,154)	1,135,931
	(240,962)	**49,344**	**(191,618)**	1,257,045	(102,236)	1,154,809

c) Reconciliation of effective tax rate

	2025		2024	
	AED'000	**%**	AED'000	%
Profit before tax	**10,002,943**	**-**	7,983,094	-
Tax using the domestic tax rate (9%)	**900,265**	**9.00%**	718,478	9.00%
Deferred tax not recognised on losses of a subsidiary	**6,846**	**0.07%**	7,838	0.10%
Reversal of deferred tax asset recognised in prior year	**8,728**	**0.09%**	-	-
Permanent difference on account of expenses disallowed	**37,359**	**0.37%**	29,050	0.36%
Profit not subject to tax	**(4,520)**	**(0.05%)**	-	-
Recognition of tax not recognised on deductible temporary differences in prior years	**-**	**-**	(7,559)	(0.09%)
Others	**(1,079)**	**(0.01%)**	1,098	0.01%
Total	**947,599**	**9.47%**	748,905	9.38%

The Group's effective tax rate for the year ended 31 December 2025 was 9.47% (31 December 2024: 9.38%).

d) Consolidated statement of financial position

	2025 AED'000	2024 AED'000
Income tax liability at the beginning of the year	**853,509**	-
Charge for the year	**940,629**	853,509
Paid during the year	**(818,089)**	-
Income tax liability at the end of the year (refer note 25)	**976,049**	853,509

	Net	
	2025 AED'000	2024 AED'000
Net deferred tax assets at the beginning of the year	**94,270**	91,902
Benefit for the year	**42,372**	2,368
Net deferred tax assets at the end of the year	**136,642**	94,270
Disclosed as:		
Deferred tax assets	**197,743**	207,401
Deferred tax liabilities	**(61,101)**	(113,131)

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 1 million (2024: AED 53 million) has been reversed relating 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. This has been recognised in profit or loss in the consolidated financial statements.

- Deferred tax asset of AED 9 million has been reversed in one of the subsidiaries'. The deferred tax asset has been reversed in standalone books of the subsidiary as there is no reasonable expectation of realisation 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. During year ended 31 December 2024, deferred tax asset of AED 53 million was created pertaining to tax impact on losses of certain subsidiaries.

- Deferred tax credit of AED 53 million relating to changes in fair value of derivative financial instruments has been recognised in other comprehensive income in the consolidated financial statements. During the year ended 31 December 2024, deferred tax liabilities of AED 102 million was recognised in other comprehensive income in the consolidated financial statements.

14. OTHER ASSETS

	2025	2024
	AED'000	AED'000
Advances to suppliers	**1,246,050**	1,560,063
Prepayments	**188,433**	127,469
	1,434,483	1,687,532
Less: non-current portion	**(1,008,200)**	(1,283,505)
Current portion	**426,283**	404,027

15. FINANCIAL ASSETS

15.1 FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS

	2025	2024
	AED'000	AED'000
Investment in equity instruments	**377,177**	206,017
Investment in debt instruments	**45,461**	25,466
	422,638	231,483
Less: non-current portion	**(377,177)**	(206,017)
Current portion	**45,461**	25,466

15.2 OTHER FINANCIAL ASSETS AT AMORTISED COST

	2025	2024
	AED'000	AED'000
UAE National Bonds and Sukuk Bonds	**2,018,040**	1,583,012
Investment in debt instruments	**1,240,133**	1,296,834
Other receivables	**3,288,992**	4,569,949
Less: provision for impairment	**(129,469)**	(143,546)
	6,417,696	7,306,249
Less: non-current portion	**(3,211,690)**	(3,179,039)
Current portion	**3,206,006**	4,127,210

Other financial assets at amortised cost include investments in UAE National Bonds and Sukuk Bonds amounting to AED 2,018 million (31 December 2024: AED 1,583 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 4.1% to 5.5% per annum (2024: 4.7% to 6% per annum).

As at 31 December 2025, investment in debt instruments and other receivables amounting to AED 4,529 million (31 December 2024: AED 5,867 million) are not impaired except for an amount of AED 129 million (2024: AED 144 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, housing and sewerage fee receivable on behalf of a related party and interest receivable on bank deposits. The financial assets at fair value through profit or loss are categorized in Level 3 of the fair value hierarchy.

Included in the financial assets is a balance of AED 1,013 million (2024: AED 1,028 million) which represents receivable in relation to Dubai Aviation City Corporation DACC (grantor) under IFRIC 12 as a result of acquisition of DXB CoolCo. FZCO in prior years. The financial asset was initially recognised at fair value and subsequently measured at amortised cost.

16. INVENTORIES

	2025	2024
	AED'000	AED'000
Consumables and others	**821,175**	834,708
Less: provision for inventory	**(264,704)**	(239,133)
	556,471	595,575
Fuel	**930,744**	964,115
	1,487,215	1,559,690

Movements in the provision for inventory were as follows:

	2025	2024
	AED'000	AED'000
At 1 January	**239,133**	228,424
Charge for the year	**25,571**	10,709
At 31 December	**264,704**	239,133

During the current year, provision for inventory amounting to AED 26 million (2024: AED 11 million) is included in cost of sales and administrative expenses in profit or loss.

17. TRADE RECEIVABLES

	2025	2024
	AED'000	AED'000
Trade receivables	**2,608,881**	2,341,826
Accrued revenue	**1,294,688**	1,281,482
Less: provision for impairment of receivables	**(420,999)**	(515,936)
Trade receivables and accrued revenue – net	**3,482,570**	3,107,372
Less: non-current portion	**(53,641)**	(3,550)
Current portion	**3,428,929**	3,103,822

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:

	2025	2024
	AED'000	AED'000
At 1 January	**515,936**	614,312
Reversal during the year	**(94,937)**	(97,936)
Write off during the year	**-**	(440)
At 31 December	**420,999**	515,936

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. TERM DEPOSITS

	2025 AED'000	2024 AED'000
Term deposits with original maturities exceeding three months	**8,051,877**	3,595,524
Less: provision for impairment on term deposits	**(12,533)**	(9,247)
	8,039,344	3,586,277
Less: non-current portion	**(1,461,856)**	-
Current portion	**6,577,488**	3,586,277

Term deposits amounting to AED 8,052 million (2024: AED 3,596 million) carries an interest ranging from 1.75% to 4.90% per annum (2024: 1.75% to 5.85% per annum). Term deposits up to AED 3,132 million (2024: AED 2,960 million) have been kept as lien against borrowings by one of the subsidiaries (refer note 21).

During the current year, provision for impairment on term deposits of AED 3 million (2024: AED 1 million) was recognised in profit or loss (refer note 4.1(i)).

19. CASH AND CASH EQUIVALENTS

	2025 AED'000	2024 AED'000
Current and call accounts	**5,359,041**	4,562,831
Term deposits with original maturities of up to three months	**3,031,809**	1,541,867
Cash on hand	**565**	525
	8,391,415	6,105,223

Cash and cash equivalents include AED 1,158 million (2024: AED 1,193 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 2,290 million (2024: AED 1,717 million) of cash collected by local banks and government collection agencies on behalf of the Group. Term deposits amounting to AED 3,032 million (2024: AED 1,542 million) carries an interest ranging from 3.40% to 4.80% per annum (2024: 3.50% to 5.50% per annum).

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

	2025	2024
	AED'000	AED'000
Cash and cash equivalents	**8,391,415**	6,105,223
Bank overdrafts (refer note 21)	**(904,182)**	(731,594)
Cash and cash equivalents for the purpose of consolidated statement of cash flows	**7,487,233**	5,373,629

Cash and cash equivalents are subject to the impairment requirements of IFRS 9 and 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 the capital contribution 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 2025.

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, 10% 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

	2025 AED'000	2024 AED'000
Non-current		
Others (refer (i) below)	**31,921,882**	28,828,863
Current		
Bank overdrafts (refer note 19)	**904,182**	731,594
Others (refer (i) below)	**5,750,211**	6,612,319
	6,654,393	7,343,913
	38,576,275	36,172,776

Borrowings are denominated in the following currencies:

	2025 AED'000	2024 AED'000
US Dollars	**27,667,146**	26,811,238
UAE Dirham	**10,909,129**	9,361,538
	38,576,275	36,172,776

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

	2025 AED'000	2024 AED'000
At 1 January	**36,172,776**	38,887,566
Drawdown during the year – long term facilities	**19,603,965**	7,502,808
Drawdown during the year – bank overdrafts	**172,588**	89,740
Interest expense during the year	**1,822,091**	2,128,854
Interest capitalised during the year	**430,331**	370,015
Interest paid during the year	**(2,251,719)**	(2,498,869)
Principal repayment during the year	**(16,836,486)**	(8,858,382)
Conversion of loan to equity	**(585,893)**	(1,370,592)
Arrangement fees charged to profit or loss	**256,401**	59,890
Unamortized arrangement fees	**(207,779)**	(138,254)
At 31 December	**38,576,275**	36,172,776

The movement in deferred borrowings cost during the year is as follows:

	2025	2024
	AED'000	AED'000
At January	**748,705**	670,341
Arrangement fees charged to profit or loss	**(256,401)**	(59,890)
Unamortized arrangement fees	**207,779**	138,254
At 31 December	**700,083**	748,705

The Group has secured borrowings amounting to AED 31,778 million (2024: AED 27,530 million) and unsecured borrowings amounting to AED 6,798 million (2024:AED 8,643 million).

Borrowings are secured by pledge of assets (refer note 7 (c)), term deposits under lien (refer note 18), and guarantees issued.

(i) Others

Shuaa Energy 1 P.S.C had an interest free equity bridge loan. The equity bridge loan amounting to AED 73 million was converted to subordinated loan by the shareholder, ACWA Power Solar Limited, on 29 March 2018. As of 31 December 2024, an amount of AED 36 million was outstanding, out of which AED 10 million was repaid during the year. On 31 December 2025, the outstanding principal amounting to AED 26 million was converted into non-reciprocal capital contribution. This transaction represents a non-cash financing activity and has been excluded from the consolidated statement of cash flows.

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 which commenced in December 2024. An amount of AED 219 million (2024: AED 237 million) is outstanding as at 31 December 2025.

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 had fully drawn the amount during the prior year. The facility is repayable in quarterly instalments which commenced in December 2024. An amount of AED 541 million (2024: AED 547 million) is outstanding as at 31 December 2025.

Shuaa Energy 1 P.S.C entered into a working Capital Facility agreement with Abu Dhabi Commercial Bank PJSC on 25th of November 2024 for a revolving loan facility with the amount of AED 18 million and has drawn the amount of AED 11 million by 31st of December 2025.

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

Shuaa Energy 2 P.S.C has a conventional facility amounting to AED 1,701 million (2024: AED 1,776 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"). It also has an Islamic facility from a syndicate of banks amounting to AED 446 million (2024: AED 465 million) carrying an interest rate, which is the aggregate of the applicable margin and the Secured Overnight Financing Rate ("SOFR"). The maturity date of the conventional and Islamic borrowings is 31 March 2045.

Shuaa Energy 2 P.S.C has a financing agreement of AED 44 million (2024: 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).

Shuaa Energy 2 P.S.C borrowings are subject to the covenant that the Debt Service Cover ratio for the respective calculation period must be at least 1.05:1.

Shuaa Energy 3 P.S.C has commercial facilities amounting to AED 1,385 million (2024: AED 1,451 million) from various 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"). Repayment of the loans commenced in September 2023 and is scheduled until March 2047.

Shuaa Energy 3 P.S.C has equity bridge loans of AED 147 million (2024: 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 (2024: 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 had an outstanding commercial facility of AED 7,612 million and a mezzanine facility of AED 433 million as of 31 December 2024. During the current year, Hassyan Energy Phase 1 P.S.C has repaid the entire outstanding loan amount as part of a refinancing arrangement.

Pursuant to refinancing, **Hassyan Energy Phase 1 P.S.C** entered into a commercial facility agreement with a bank as the Facility Agent on the 24 November 2025 for a facility amounting to AED 6,611 million and has fully drawn the amounts during the current year. The facility is repayable in quarterly instalments beginning from February 2026 and ending on October 2048. The balance outstanding as at year end is AED 6,611 million.

Pursuant to refinancing, **Hassyan Energy Phase 1 P.S.C** entered into an Islamic facility agreement with a bank as the Facility Agent on the 24 November 2025 for a facility amounting to AED 2,387 million and has fully drawn the amounts during the current year. The facility is repayable in quarterly instalments beginning from February 2026 and ending on October 2048. The balance outstanding at year end is AED 2,387 million.

Hassyan Energy Phase 1 P.S.C has a short-term financing facility of AED 110 million (2024: AED 430 million) with a commercial bank.

Hassyan Energy Phase 1 P.S.C had an interest-free subordinated advance from its minority shareholder. As of 31 December 2024, an amount of AED 560 million was outstanding. During the current year, pursuant to an amendment to the existing agreement with the minority shareholder, the advances were converted into non-reciprocal capital contribution as it is repayable at the discretion of Hassyan Energy Phase 1 P.S.C. This transaction represents a non-cash financing activity and has been excluded from the consolidated statement of cash flows.

Hassyan Energy Phase 1 P.S.C borrowings are subject to the covenant that the Debt Service Cover ratio for the respective calculation period must be at least 1.05:1.

Noor Energy 1 P.S.C had an equity bridge loan amounting to AED 1,427 million as of 31 December 2024 which was settled in January 2025 based on subordinated advance agreement with the minority shareholder whereby the same amount was advanced and is now repayable at the option of Noor Energy 1 P.S.C. Hence, this advance is now accounted as non-reciprocal capital contribution.

Noor Energy 1 P.S.C has a commercial facility from a syndicate of banks, under which the outstanding principal amounted to AED 8,566 million as of 31 December 2025 (2024: AED 9,099 million). The facility carries an effective interest rate of 6.43% per annum during the current year (2024: 7.73% per annum). Repayment of the loan commenced on 31 July 2023 and is scheduled to continue until 22 December 2045.

Noor Energy 1 P.S.C has a mezzanine facility of AED 682 million (2024: AED 682 million) from various banks, which is fully drawn down. Loan repayment will commence on 31 March 2046 and end on 31 December 2047. The effective interest rate for the year was 8.03% per annum (2024: 8.93% per annum).

Noor Energy 1 P.S.C has a short-term financing agreement with a commercial bank, under which the outstanding principal amounted to AED 294 million as of 31 December 2025 (2024: AED 147 million). The amount borrowed is repayable within one hundred and eighty (180) business days from the utilisation date.

EMPOWER has a loan amounting to AED 5,503 million (2024: AED 5,500 million) carrying an interest rate which is the aggregate of the applicable margin and EIBOR. On 25 February 2025, 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 2027 to 2028, 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. The difference between the carrying amount of a financial liability extinguished and the consideration paid is recognised in profit or loss, together with the related costs/fees incurred. Further, during the year ended 31 December 2024, EMPOWER had exchanged certain borrowing facilities with one of its existing lenders. For further information, please refer to note 21 in the Group's annual consolidated financial statements for the year ended 31 December 2024. EMPOWER has financial bank covenants to maintain net debt to tangible net worth and net debt to EBIDTA.

Mai Dubai LLC has a bank overdraft amounting to AED 496 million (2024: AED 517 million) carrying an interest rate of 0.5% per annum.

Data Hub Integrated Solutions LLC (MORO) has a bank overdraft amounting to AED Nil (2024: AED 1 million). The prior year overdraft balance carried an interest rate of EIBOR + 0.70% per annum.

Etihad Clean Energy Development Company LLC has a bank overdraft amounting to AED 408 million (2024: AED 214 million) carrying an interest rate of EIBOR + 0.70% per annum.

Dubai Green Fund Investments LLC has a loan amounting to AED 4,502 million (2024: AED 3,132 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 3,132 million (refer note 18).

Shuaa Energy 4 P.S.C has a loan amounting to AED 2,537 million (2024: AED 1,509 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 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 (2024: 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 5.72% per annum (2024: 5.56% per annum). The utilized portion of the facility amounted to AED 1,770 million (2024: AED 544 million).

Hassyan Water Company A P.S.C. also has a Istisna-Ijara facility of AED 179 million from a commercial 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 5.72% per annum (2024: 5.56% per annum). The utilized portion of the facility amounted to AED 142 million (2024: AED 142 million).

Hassyan Water Company A P.S.C. also has a Murabaha facility of AED 275 million from a commercial 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 5.27% per annum (2024: 5.11% per annum). The utilized portion of the facility amounted to AED 218 million.

Hassyan Water Company A P.S.C. had a working capital facility from a commercial bank, under which outstanding principal amounted to AED 17 million as of 31 December 2024. The amount was fully repaid during the year. The effective interest rate for the year was 5.64% per annum (2024: 6.33% per annum).

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 year was 5.15% per annum (2024: 4.85% per annum). The facility was fully drawn during the prior year.

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 year was 5.13% per annum (2024: 4.85% per annum). The facility was fully drawn during the prior year.

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.

The Group has complied with the financial and non-financial covenants of its borrowing facilities during the 2025 and 2024 reporting periods except as disclosed below.

As at 31 December 2024, the financial covenant (Debt Service Cover ratio) of Shuaa Energy 2 P.S.C for conventional and Islamic facility had 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 had obtained a waiver from its financiers before the end of the previous year whereby they agreed to provide a waiver of the financial covenant and hence the relevant portion of facility was classified as non-current as of 31 December 2024. As at 31 December 2025, this financial covenant was met.

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 21,850 million for the year ended 31 December 2025 (2024: AED 17,435 million). Further, as at 31 December 2025, the Group has cash and cash equivalents of AED 7,487 million (2024: AED 5,374 million), short-term deposits of AED 6,577 million (2024: AED 3,586 million), and undrawn facilities of AED 2,703 million (2024: AED 5,455 million) 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.

22. RETIREMENT BENEFITS OBLIGATIONS

	2025	2024
	AED'000	AED'000
Provision for employees' end of service benefits (refer note 22.1)	**1,110,333**	1,058,403
Provision for pension (refer notes 22.2.1 & 22.2.2)	**66,909**	57,497
	1,177,242	1,115,900
Less: non-current portion	**(1,162,622)**	(1,109,622)
Current portion (refer note 25)	**14,620**	6,278

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 2025 and 2024, 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 3.67% per annum (2024: 4.83% per annum);
- Discount rate used to determine the present value of the obligation was 4.67% per annum (2024: 5.83% 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 44 million (2024: AED 18 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:

	2025		2024	
	AED'000	**AED'000**	AED'000	AED'000
	Increase	**Decrease**	Increase	Decrease
Salary growth (+/- 0.5%)	**1,052,267**	**944,669**	1,018,486	911,186
Discount rate (+/- 0.5%)	**949,470**	**1,047,397**	915,835	1,013,770
Life expectancy (increase/ decrease by 1 year)	**996,588**	**996,459**	964,596	964,403

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 2026 works out to AED 113 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:

	2025	2024
	AED'000	AED'000
At 1 January	**1,058,403**	965,340
Charge for the year	**163,243**	149,487
Re-measurement gains	**(44,416)**	(18,047)
Payments made during the year	**(66,897)**	(38,377)
At 31 December	**1,110,333**	1,058,403

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

	2025	2024
	AED'000	AED'000
Current service cost	**118,936**	94,407
Interest cost	**44,307**	55,080
	163,243	149,487

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

	2025 AED'000	2024 AED'000
Gain due to change in experience adjustments	**49,934**	14,620

During the current year, other re-measurement loss pertaining to a subsidiary amounted to AED 6 million (2024: gain of AED 3 million).

Maturity profile

	2025 AED'000	2024 AED'000
0 to 1 year	**110,530**	102,305
1 to 5 years	**203,359**	218,141
5 years and above	**1,839,162**	1,909,743
	2,153,051	2,230,189

The employee profile of the Group is as detailed below:

	2025	2024
Average age (years)	**43.50**	42.97
Average past service (years)	**14.2**	14
Average entry age (years)	**28.71**	28.76

22.2 PROVISION FOR PENSION

22.2.1 Provision for pensions (for eligible UAE national employees who retired before 1 January 2003)

In 2025 and 2024, 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 4.52% per annum (2024: 5.76% 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:

	2025	2024
	AED'000	AED'000
At 1 January	**51,220**	54,900
Charge for the year	**5,769**	-
Payments made during the year	**(4,700)**	(3,680)
At 31 December	**52,289**	51,220

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:

	2025	2024
	AED'000	AED'000
At 1 January	**6,278**	10,299
Charge for the year	**131,889**	130,961
Payments made during the year	**(123,547)**	(134,982)
At 31 December	**14,620**	6,278

23. LEASE LIABILITIES

	2025 AED'000	2024 AED'000
At 1 January	**43,929**	32,247
Additions during the year	**32,722**	30,536
Interest on lease liabilities	**2,507**	-
Modification	**-**	(664)
Payment of lease liabilities	**(25,077)**	(18,190)
At 31 December	**54,081**	43,929
Less: non-current portion	**(35,623)**	(25,332)
Current portion	**18,458**	18,597

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

Maturity analysis of lease liabilities (undiscounted):

	2025 AED'000	2024 AED'000
Less than one year	**18,498**	20,274
More than one year	**37,007**	26,910
	55,505	47,184

24. OTHER LONG-TERM LIABILITIES

	2025 AED'000	2024 AED'000
Deferred revenue (refer note 25 (a))	**26,718,403**	26,384,519
Advances for new connections	**9,341,940**	6,487,065
Retention payables	**511,392**	575,306
Asset retirement obligations	**386,477**	301,482
	36,958,212	33,748,372

25. TRADE AND OTHER PAYABLES

	2025 AED'000	2024 AED'000
Consumers' security deposits	**5,536,740**	5,074,227
Capital projects payables	**2,190,344**	2,005,271
Trade payables	**2,709,586**	2,659,742
Retention payable	**1,561,708**	1,351,027
Deferred revenue (refer note (a) below)	**2,046,064**	1,751,263
Advances for new connections	**1,191,965**	1,206,230
Accrual for staff benefits	**342,008**	255,824
Corporate tax payable (refer note 13)	**976,049**	853,509
Retirement benefit obligations (refer note 22)	**14,620**	6,278
Other payables	**3,230,624**	3,042,520
	19,799,708	18,205,891

Other payables mainly include employee-related liabilities, indirect tax payable, housing and sewerage fee payable to a related party, and other financial liabilities.

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

	2025 AED'000	2024 AED'000
At 1 January	**28,135,782**	27,313,946
Addition during the year	**2,027,738**	1,985,934
Revenue recognised during the year	**(1,399,053)**	(1,164,098)
At 31 December	**28,764,467**	28,135,782
Less: non-current portion (refer note 24)	**(26,718,403)**	(26,384,519)
Current portion	**2,046,064**	1,751,263

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 699 million as at 31 December 2025 (31 December 2024: AED 367 million) in excess of the actual increase in fuel costs incurred since 2010 to 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.

	2025	2024
	AED'000	AED'000
At 1 January	**367,344**	199,931
Excess collection during the year	**331,269**	167,413
At 31 December	**698,613**	367,344

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, 9, 10, 12, 13, 15, 17,18, 19, 20, 21, 23, 24, 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 2,155 million (2024: AED 2,234 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 (2024: AED 57 million) in respect of handling charges on collections made on behalf of a related party (refer note 28).

During the current and prior years, revenue from other Government entities constitutes a small portion of 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 7,822 million (2024: AED 7,766 million) from various entities.

During the current year, the Group purchased water amounting to AED 5 million (2024: AED 9 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.

	2025	2024
	AED'000	AED'000
Repayment of borrowings	**6,750,000**	8,150,000
Proceeds from borrowings	**8,125,003**	5,050,000
Term deposit – matured	**2,957,207**	4,859,941
Term deposits – placed	**3,132,596**	5,360,666
UAE National Bonds and Sukuk Bonds – placed	**816,202**	1,526,636
UAE National Bonds and Sukuk Bonds – matured	**761,601**	1,207,955

(d) Dividends declared and 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 (2024: AED 6,200 million) (refer note 38). Out of this dividend, 82% pertains to DIF, Government of Dubai.

(e) Compensation to key management personnel

	2025	2024
	AED'000	AED'000
Salaries and short-term employee benefits	**145,897**	130,723
Post-employment benefits	**3,418**	3,421
	149,315	134,144

(f) Key management remuneration

	2025	2024
	AED'000	AED'000
Board of directors' remuneration	**39,500**	39,500

Related party balances

	2025	2024
	AED'000	AED'000
Liabilities		
Borrowings – Others	**10,004,947**	8,629,944
Borrowings – Bank overdrafts	**904,182**	731,594
	10,909,129	9,361,538

28. REVENUE

	2025 AED'000	2024 AED'000
Revenue from contract with customers		
Sale of electricity	**20,770,491**	19,668,374
Sale of water	**6,102,141**	5,696,109
District cooling	**3,402,090**	3,239,722
Others	**2,567,101**	2,373,146
	32,841,823	30,977,351

Others include:

- Handling fees amounting to AED 57 million (2024: AED 57 million) represent amounts earned from a related party for providing collection services.
- Amortisation of deferred revenue amounts to AED 1,399 million (2024: AED 1,164 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		Others		Total	
Timing of revenue recognition	**2025 AED'000**	2024 AED'000	**2025 AED'000**	2024 AED'000	**2025 AED'000**	2024 AED'000	**2025 AED'000**	2024 AED'000	**2025 AED'000**	2024 AED'000
Products and services transferred										
-at a point in time	**20,770,491**	19,668,374	**6,102,141**	5,696,109	**3,402,090**	3,239,722	**1,168,048**	1,209,048	**31,442,770**	29,813,253
-over time	**-**	-	**-**	-	**-**	-	**1,399,053**	1,164,098	**1,399,053**	1,164,098
	20,770,491	19,668,374	**6,102,141**	5,696,109	**3,402,090**	3,239,722	**2,567,101**	2,373,146	**32,841,823**	30,977,351

29. COST OF SALES

	2025 AED'000	2024 AED'000
Generation, desalination and other direct expenditures (refer note 29.1)	**13,110,119**	12,982,223
Transmission and distribution expenditures (refer note 29.2)	**5,263,205**	5,006,581
Purchase of gas, power and water	**1,403,386**	1,181,534
	19,776,710	19,170,338

29.1 GENERATION, DESALINATION AND OTHER DIRECT EXPENDITURES

	2025 AED'000	2024 AED'000
Fuel costs	**7,150,392**	7,110,214
Depreciation (refer note 7)	**3,135,490**	3,103,920
Employee benefit expenses (refer note 34)	**639,053**	599,760
Repairs and maintenance	**477,125**	416,457
Amortisation	**12,157**	12,157
Others	**1,695,902**	1,739,715
	13,110,119	12,982,223

29.2 TRANSMISSION AND DISTRIBUTION EXPENDITURES

	2025 AED'000	2024 AED'000
Depreciation (refer note 7)	**3,223,213**	3,084,144
Employee benefit expenses (refer note 34)	**1,734,760**	1,668,468
Repairs and maintenance	**218,649**	189,727
Others	**86,583**	64,242
	5,263,205	5,006,581

30. ADMINISTRATIVE EXPENSES

	2025 AED'000	2024 AED'000
Employee benefit expenses (refer note 34)	**1,882,042**	1,832,502
Repairs and maintenance	**304,953**	254,170
Depreciation (refer note 7)	**229,820**	295,085
Depreciation on investment property (refer note 12)	**6,317**	-
Amortisation	**102,129**	72,626
Insurance	**140,877**	98,474
Others *	**654,885**	616,385
	3,321,023	3,169,242

* Others include an amount of AED 22 million (2024: AED 27 million) paid as social contribution.

31. OTHER INCOME

	2025 AED'000	2024 AED'000
Liquidated damages (refer note (i))	**632,225**	-
Insurance claims (refer note 7 (g))	**130,945**	353,313
Sale of scrap	**89,735**	64,693
Liabilities written back	**-**	23,072
Gain on disposal of property, plant and equipment	**1,817**	4,683
Miscellaneous income	**246,971**	147,796
	1,101,693	593,557

(i) During the current year, three IWPP subsidiaries of the Group recognised liquidated damages from their respective Engineering, Procurement and Construction (EPC) contractors against the project delays.

32. FINANCE (COSTS)/ INCOME – NET

	2025 AED'000	2024 AED'000
Finance costs		
Interest on bank and other borrowings	**(1,996,021)**	(2,438,979)
Amortisation of borrowing costs	**(256,401)**	(59,890)
Amortisation of financial liabilities	**(2,376)**	(4,769)
Interest on lease liabilities	**(2,507)**	(232)
Cash flow hedges – ineffective portion of changes in fair value of derivative financial instruments	**(12,099)**	-
	(2,269,404)	(2,503,870)
Amounts capitalised (refer note 7 (e))	**430,331**	370,015
	(1,839,073)	(2,133,855)

	2025 AED'000	2024 AED'000
Finance income		
Income from investments in term deposits and bonds	**395,878**	347,370
Cash flow hedges – reclassified to profit or loss *	**803,062**	605,600
Interest earned on financial assets	**4,783**	4,116
Cash flow hedges – ineffective portion of changes in fair value of derivative financial instruments	**18,051**	2,751
	1,221,774	959,837
Finance costs – net	**(617,299)**	(1,174,018)

* Includes income earned of AED 460 million on refinancing in Hassyan Energy Phase 1 P.S.C as explained in note 21.

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.

	2025	2024
	AED'000	AED'000
Earnings		
Profit for the year, attributable to the Owners – after net movement in regulatory deferral account and tax	**8,346,887**	7,012,660
Net movement in regulatory deferral account	**331,269**	167,413
Profit for the year, attributable to the Owners – before net movement in regulatory deferral account and after tax	**8,678,156**	7,180,073

	2025	2024
Number of shares in thousands		
Number of ordinary shares for basic and diluted earnings per share at 31 December	**50,000,000**	50,000,000

	2025	2024
Earnings per share		
Basic and diluted earnings per share (AED) – before net movement of regulatory deferral account and after tax	**0.174**	0.144
Basic and diluted earnings per share (AED) – after net movement of regulatory deferral account and tax	**0.167**	0.140

34. EMPLOYEE BENEFIT EXPENSES

	2025 AED'000	2024 AED'000
Salaries	**2,807,561**	2,702,545
Bonus	**473,257**	385,748
Retirement benefit obligations (refer note 22)	**300,901**	280,448
Other benefits	**674,136**	731,989
	4,255,855	4,100,730

Employee benefit expenses are allocated as detailed below:

	2025 AED'000	2024 AED'000
Cost of sales		
- Generation, desalination and other expenditures (refer note 29.1)	**639,053**	599,760
- Transmission and distribution expenditures (refer note 29.2)	**1,734,760**	1,668,468
Administrative expenses (refer note 30)	**1,882,042**	1,832,502
	4,255,855	4,100,730

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

	2025 AED'000	2024 AED'000
Profit for the year after net movement in regulatory deferral account and tax	**9,055,344**	7,234,189
Income tax expense	**947,599**	748,905
Profit for the year after net movement in regulatory deferral account and before tax	**10,002,943**	7,983,094
Adjustments for:		
Finance costs – net (refer note 32)	**617,299**	1,174,018
Depreciation (refer notes 7 & 12)	**6,594,840**	6,483,149
Amortisation (refer note 8)	**114,286**	84,783
EBITDA	**17,329,368**	15,725,044

36. CONTINGENCIES AND COMMITMENTS

	2025 AED'000	2024 AED'000
Future commitments including capital expenditure	**11,883,815**	14,597,324
Bank guarantees and letter of credits	**253,669**	234,774

37. FINANCIAL INSTRUMENTS BY CATEGORY

Financial assets

	2025 AED'000	2024 AED'000
At fair value through profit or loss		
Derivative financial instruments (refer note 10)	**1,015,178**	2,097,312
Financial assets measured at fair value through profit or loss (refer note 15)	**422,638**	231,483
	1,437,816	2,328,795
At fair value through other comprehensive income		
Financial assets at fair value through other comprehensive income (refer note 11)	**55,778**	55,709
At amortised cost		
Other financial assets at amortised cost (refer note 15)	**6,417,696**	7,306,249
Cash at bank (refer note 19)	**8,390,850**	6,104,698
Term deposits (refer note 18)	**8,039,344**	3,586,277
Trade receivables (refer note 17)	**3,482,570**	3,107,372
	26,330,460	20,104,596

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

Financial liabilities

	2025 AED'000	2024 AED'000
At fair value through profit or loss		
Derivative financial instruments (refer note 10)	**58,630**	6,393
At amortised cost		
Borrowings (refer note 21)	**38,576,275**	36,172,776
Trade and other payables * (refer note 25)	**15,571,010**	14,388,611
Other long-term liabilities * (refer note 24)	**511,392**	575,306
Lease liabilities (refer note 23)	**54,081**	43,929
	54,712,758	51,180,622

*These do not include advances for new connections, corporate tax payable, 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 dividends amounting to AED 6,200 million (2024: AED 6,200 million).

During the current year, EMPOWER declared and paid dividends amounting to AED 875 million (2024: AED 850 million). An amount of AED 385 million (2024: AED 374 million) was paid to the non-controlling interest as dividend.

In addition to above, Shuaa Energy 1 P.S.C declared and paid dividends amounting to AED 9 million (2024: AED 18 million), out of which AED 4.3 million (31 December 2024: AED 8 million) was paid to the non-controlling interest. Shuaa Energy 3 P.S.C declared and paid dividends amounting to AED 6.2 million (2024: AED 7 million), out of which AED 2.6 million (2024: AED 3 million) was paid to the non-controlling interest. Hassyan Energy 1 P.S.C declared and paid dividends of AED 1,568 million (2024: AED Nil), out of which an amount of AED 768.5 million (31 December 2024: AED Nil) was paid to the non-controlling interest.

39. COMPARATIVE FIGURES

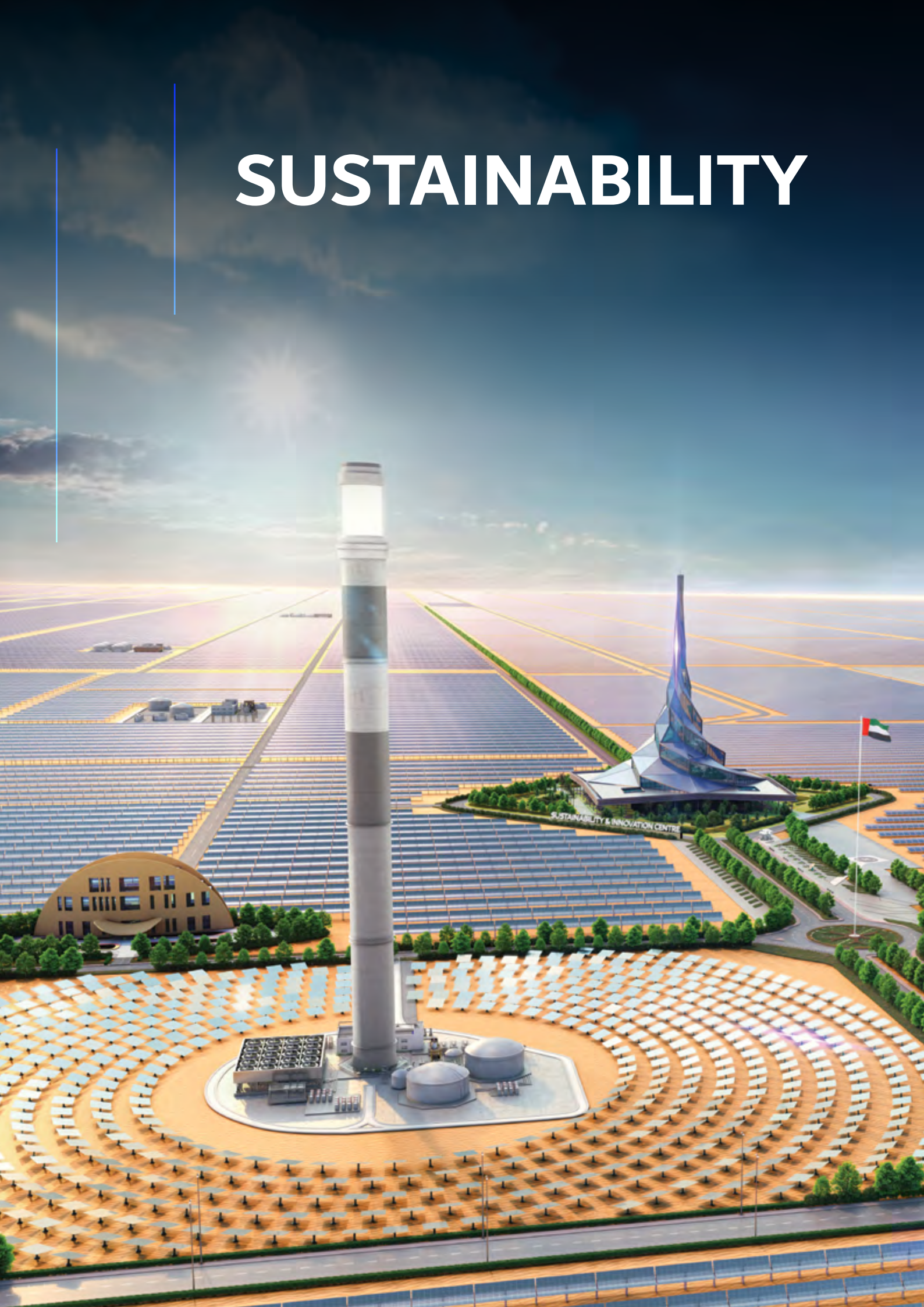
The previous year figures have been regrouped/reclassified wherever necessary, in order to conform to the current year presentation. The regrouping/reclassification does not affect the previously reported total equity, net profit after tax and other comprehensive income.

40. SUBSEQUENT EVENTS

On 10 February 2026, the Group completed the acquisition of 2.4 billion shares (representing 24%) in Emirates Central Cooling Systems Corporation PJSC ("EMPOWER") from minority shareholder, Emirates Power Investment LLC, a company ultimately owned by Dubai Holding LLC, for a total consideration of AED 5,184 million (purchase price of AED 2.16 per share). Following the transaction, the Group's ownership interest in EMPOWER increased from 56% to 80%. EMPOWER will continue to operate as an independent public joint-stock company listed on the Dubai Financial Market, with no change to its principal activities or operations. The Group is in the process of performing the initial accounting for the business combination as at the date of authorisation of these consolidated financial statements.

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 2025, 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 2026 out of retained earnings at 31 December 2025, but not recognised as liability at the year-end.

SUSTAINABILITY



SUSTAINABILITY HIGHLIGHTS

Economic Highlights:

- **Đ32.84 billion** — Total revenue
- **Đ9.06 billion** — Net profit
- **Đ22.99 billion** — Operational costs
- **Đ89.74 million** — Other income generated from the sale of scrap/waste materials
- **Đ4.26 billion** — Employee wages and benefits

Environmental Highlights:

- **1,864** electric vehicle charging points available across the emirate of Dubai in 2025
- Cumulative efficiency improvement of **49.26%** achieved in 2025, compared to 2006
- Carbon emission reduction of **13.10 million** tonnes in 2025, compared to 2006, due to improvements in production efficiency
- Total electricity generation reached **62,208,971 MWh** in 2025
- Water network losses limited to **4.4%,** among the lowest globally
- Total installed capacity of the Mohammed bin Rashid Al Maktoum Solar Park stood at **3,860 MW** in 2025
- Electricity transmission and distribution losses reduced to **2%**

Social Highlights

- Zero work-related fatalities recorded since 2000
- **1,327,182** customers served in 2025
- Total number of employees stood at **10,764**
- World's lowest electricity customer minutes lost (CML) achieved in 2025, at just **0.82** minutes per year
- Community happiness with DEWA's support for People of Determination (POD) reached **94.87%** in 2025
- No discrimination cases recorded in 2025
- **120** programmes and initiatives supporting People of Determination delivered between 2015 and 2025
- Customer Care Centre service quality rose to **97.58%**

SUSTAINABILITY REPORTING AT DEWA

Since 2013, DEWA has consistently demonstrated its commitment to sustainability reporting by issuing annual sustainability reports in alignment with the Global Reporting Initiative (GRI) Standards and the United Nations Sustainable Development Goals (SDGs). This ongoing dedication to transparency and responsible governance is further reflected in DEWA's active participation in the GRI Gold Community. DEWA was also among the first 100 organisations worldwide to transition to the updated GRI Standards, beginning with the 2016 reporting cycle under the core reporting option.

In recent reporting cycles, DEWA has continued to enhance the quality and relevance of its disclosures by adopting the revised GRI Universal Standards. Building on this foundation, DEWA's 13th Sustainability Report integrates the most recent updates to the GRI framework, ensuring full compliance with all applicable disclosure requirements and reinforcing best practices in sustainability reporting.

The report has been prepared in strict accordance with the GRI Reporting Principles, including accuracy, balance, clarity, comparability, completeness, sustainability context, timeliness and verifiability. Adherence to these principles reflects DEWA's ongoing commitment to accountability, transparency and high-quality disclosure.

Serving as a comprehensive reference for stakeholders, the report consolidates insights gathered through DEWA's continuous stakeholder engagement processes. It presents a focused review of DEWA's economic, environmental and social performance for the 2025 reporting period. Unless otherwise stated, all information covers activities and data from 1 January 2025 to 31 December 2025.

The report also outlines DEWA's sustained progress toward its long-term sustainability goals. By clearly communicating its strategic priorities and initiatives, DEWA seeks to strengthen stakeholder engagement, promote informed dialogue and reinforce trust in its sustainability journey.

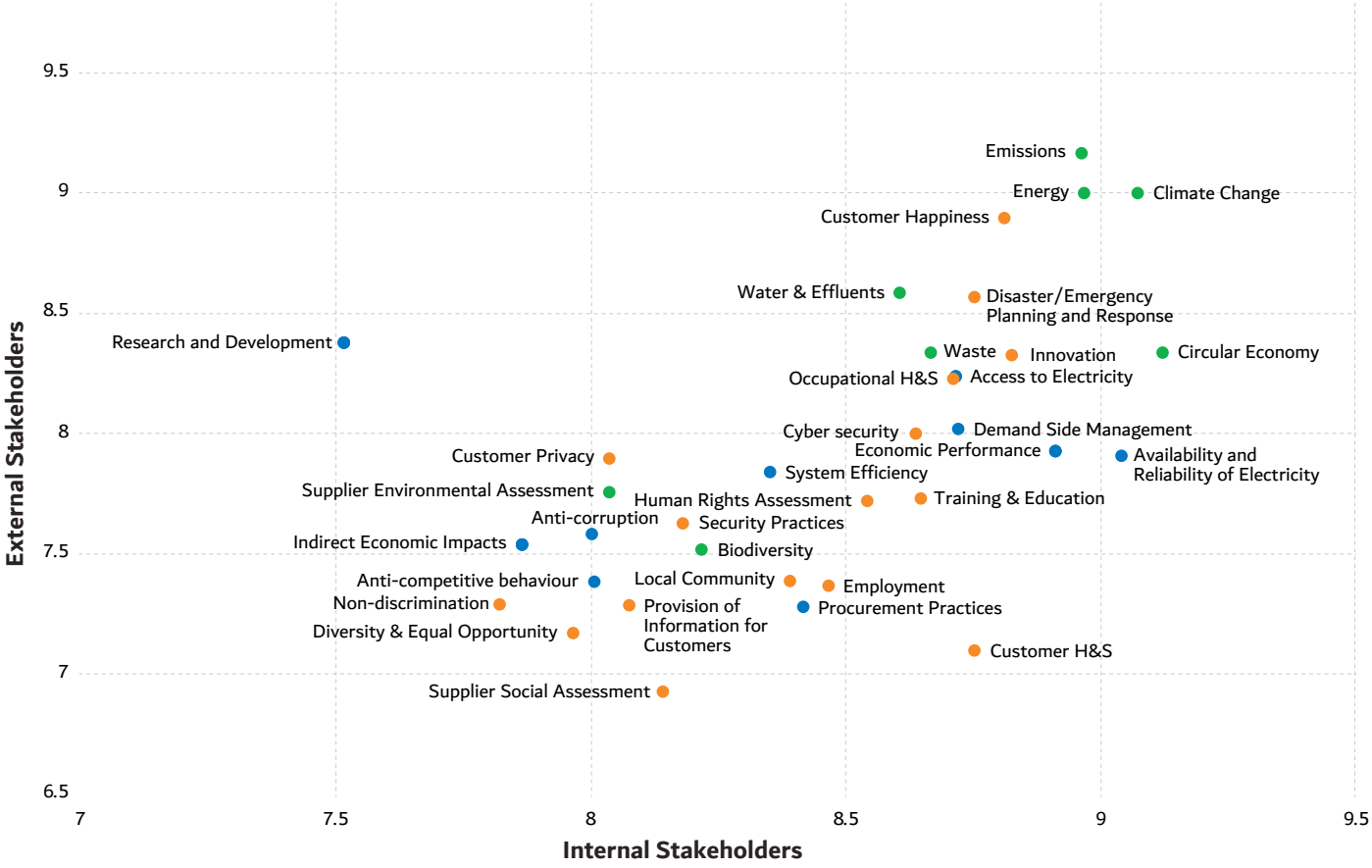
Note: *For any questions about the report or the reported information, you may contact* ***sustainability@dewa.gov.ae***

MATERIALITY ASSESSMENT

The identification of material topics forms the basis of DEWA's sustainability reporting process. In November 2025, DEWA held three stakeholder engagement workshops to review and evaluate 32 potential material topics. Key internal and external stakeholders were invited to take part in the workshops, including top management, employees, government entities, partners, suppliers, customers, society and investors. These workshops aimed to assess and rank the topics according to their relevance and importance, thereby determining their priority for the 2025 sustainability reporting cycle.

In addition to the GRI-defined material topics, DEWA's 2025 materiality assessment also considered major global megatrends and national directives, including the circular economy, climate change, innovation, customer happiness and cyber security. In accordance with the GRI Standards, the Sustainability Report is required to disclose DEWA's most significant impacts on the economy, environment, and people, including any human rights implications arising from its operations or business relationships approved by DEWA's management, the materiality matrix serves as a key foundation for the preparation of this sustainability report. The vertical axis represents the prioritisation of material topics by internal stakeholders while the horizontal axis reflects external stakeholders. This integrated approach ensures that the report effectively addresses both organisational priorities and stakeholder expectations. The results of the 2025 materiality assessment are illustrated in the materiality matrix presented below.

MATERIALITY MATRIX 2025 RESULTS



FINANCIAL PERFORMANCE

DEWA's financial performance and disclosures are presented in accordance with a comprehensive integrated reporting framework that aligns financial and non-financial information. All financial statements are prepared in full compliance with the International Financial Reporting Standards (IFRS), ensuring consistency, accuracy and transparency in financial reporting.

Since 2022, DEWA has consolidated its financial statements with its Sustainability Report and corporate governance disclosures into a single Integrated Report. This approach provides stakeholders with a cohesive and holistic understanding of the authority's overall performance and strategic direction. The Integrated Report is publicly available through the Dubai Financial Market (DFM) website.

Detailed information on DEWA's financial position and results for the 2025 financial year can be found within the financial statements included in the Integrated Report, please scan the QR code:

VALUE CHAIN & OTHER BUSINESS RELATIONSHIPS

SERVICES

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 more information on **DEWA services,** please scan the below QR code:*

SUPPLIERS

In 2025, DEWA maintained a diversified and responsible supply chain to support its electricity and water operations, including project procurement, materials and equipment supply, maintenance, consultancy and other operational services. These activities support the reliability and resilience of electricity and water generation, transmission and distribution in line with DEWA's sustainability and governance commitments.

DEWA engaged with 1,822 suppliers across its value chain, classified into 25 strategic suppliers, 155 core suppliers and 1,642 basic suppliers. In alignment with its local content and economic contribution objectives, DEWA partnered with 1,749 local suppliers and 73 international suppliers. A total of 14,624 procurement transactions were completed during the reporting period, with a total spend of approximately Đ8.47 billion, of which 92.26% was directed toward locally sourced products and services.

Environmental and social considerations are embedded within DEWA's supplier selection and evaluation processes. The authority applies environmental performance criteria and green procurement standards to assess suppliers and mitigate environmental effects across the supply chain. Suppliers are encouraged to enhance their environmental management practices and uphold ethical and social responsibility standards.

DEWA'S CUSTOMERS

During 2025, DEWA continued to expand its service coverage in response to sustained population growth and economic activity across the emirate. The authority provided electricity and water services to 1,327,182 customer accounts, reflecting the addition of 56,897 new customers in 2025. This growth demonstrates DEWA's role in supporting inclusive access to essential services.

To meet rising demand, DEWA generated 62.2 terawatt-hours of electricity during the reporting period, representing a year-on-year increase of 5.1%. In parallel, desalinated water production reached 158,359 million imperial gallons (MIG), recording a growth of 5.24% compared to 2024. These operational outcomes reflect DEWA's focus on efficiency, reliability and sustainable resource management.

By the end of the reporting period, electricity customer accounts increased to 1,281,367, compared to 1,225,639 in 2024, while water customer accounts rose to 1,156,463 up from 1,103,245 in the prior year. The continued expansion of DEWA's customer base highlights the emirate's economic vitality and the growing demand for utility services.

This growth directly supports DEWA's sustainable development objectives and aligns with the Dubai Economic Agenda (D33), launched in 2023, which aims to double the size of Dubai's economy by 2033 and position the emirate among the world's top three global economic hubs.

Number of Customer Accounts as of 31 December 2025

	Electricity		Water	
Description	**No. of customer accounts**	**%**	**No. of customer accounts**	**%**
UAE Nationals	77,118	6.02	72,692	6.28
Expatriates	926,216	72.28	913,599	79.00
Commercial	244,973	19.11	164,683	14.24
Government Organisations	6,510	0.51	2,200	0.19
Industrial	3,221	0.25	1,702	0.15
Electric Vehi-cles (EV)	20,831	1.63	0	0.00
Port Sales	0	0.00	424	0.04
CPO	126	0.01	0	0
Exempted	2,372	0.19	1,163	0.10
Total	**1,281,367**	**100**	**1,156,463**	**100**

BUSINESS RELATIONSHIPS

In 2025, DEWA continued to pursue long-term value creation by maximising positive economic, environmental and social impact across its operations, while proactively mitigating potential risks through strong stakeholder partnerships. This integrated approach supports responsible growth and reinforces DEWA's role in advancing sustainable infrastructure development in Dubai.

Within power generation activities, DEWA maintains ongoing collaboration with original equipment manufacturers to monitor technological advancements and identify cost-efficient, high-performance solutions. New and improved technologies are assessed and adopted throughout the lifecycle of installed assets, contributing to increased generation capacity, enhanced operational efficiency and reliability, and the extension of asset lifespans beyond their originally anticipated useful life.

In line with the UAE Circular Economy Policy 2021-2031 and DEWA's Circular Economy Strategy and Framework, DEWA adopts circular economy practices that prioritise resource efficiency, waste minimisation, lifecycle optimisation and value retention across its operations and supply chain. These practices are implemented through sustainable resource management guided by the 5R principles: Reduce, Reuse, Refuse, Recover and Recycle. This framework underpins DEWA's long-term commitment to responsible resource use and supports sustainable business relationships with strategic suppliers across the supply chain.

To enhance the stakeholder experience and improve project execution efficiency, DEWA launched the OWNEK initiative (Arabic for 'Your Help'), designed to assist consultants and contractors in securing electricity connection approvals on their first submission. The initiative streamlines workflows, saves time and reduce effort through early engagement and clear technical guidance. Supporting resources, including awareness sessions and instructional videos in both Arabic and English, are available via DEWA's digital platforms and cover key requirements, procedures 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 2,381 preliminary technical discussions before project applications were submitted, and 36,795 online technical discussions during the project submission and approval phase. Additionally, the awareness sessions and instructional videos available on the platform have benefited 13,101 consultants and contractors.

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

SOQOOR PROGRAMME

DEWA is committed to achieving the directives of H.H. 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, as well as simplify and reduce government procedures, accelerate the completion and provision of services and improve the ease of doing business. This advances efficiency and productivity and elevates the competitiveness of economic sectors and the business environment in Dubai to world-class 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 No Objection Certificate (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 in line with 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, the Marafeq smart feature and the Ownek awareness initiative – helping 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.

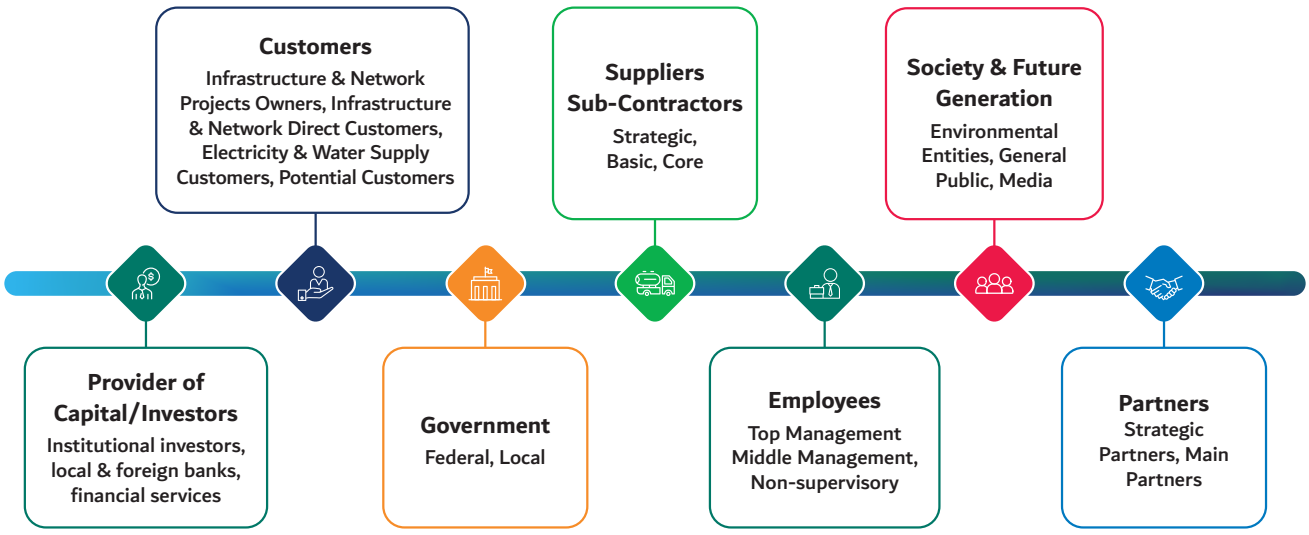
STAKEHOLDER ENGAGEMENT

Stakeholders are fundamental to every strategy, playing a key role in ensuring our success, sustainability and long-term effectiveness. At DEWA, we place stakeholders at the core of our strategic framework, fostering continuous communication and collaboration. Accordingly, effective stakeholder engagement is essential for identifying and fulfilling their needs and expectations. This approach allows DEWA to continuously improve its performance, services and initiatives, delivering enhanced happiness outcomes and outstanding service quality.

DEWA's stakeholder management framework outlines structured and effective approaches to enable inclusive and meaningful engagement, in alignment with the GRI Sustainability Reporting Standards. DEWA's stakeholder-related strategic initiatives stem from the strategic objective 'S02 – Engaged and Happy Stakeholders' and are subject to regular review and evaluation. These initiatives include:

- Organising stakeholder engagement workshops for key stakeholder groups.
- Developing a clear and integrated value proposition for each stakeholder group.
- Identifying, addressing and meeting 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'S 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 providers and investors, partners, suppliers and sub-contractors, society and future generations. 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, road shows, joint ventures and partnerships with government agencies on regulatory matters, as illustrated below.



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' registry 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 2025, the Stakeholders' Happiness Department, in collaboration with the Agility team, organised 'Happiness Hackathons' for Stakeholder Champions and Agents. These hackathons served as 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 2025. During this event, each stakeholders Champion 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 & 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 a variety of channels, approaches and engagement frequencies. Through inclusive engagement with all stakeholder groups, DEWA utilises their insights to support its continuous pursuit of excellence. To ensure 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 key element of this framework 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) supports sustained improvement and alignment with leading practices.

DEWA's Overall Stakeholder Happiness Results for 2025 are as follows:

Survey 2025	Result
Digital Dubai Authority Customer Instant Happiness Score	98.9%
Employee Happiness Rate	90.0%
Partner Happiness Rate	95.28%
Supplier Happiness Rate	94.12%
Society Happiness Rate	94.93%
Government Happiness Rate	96.22%
Provider of Capital Happiness Rate	95.18%

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

Topic	Rate
I am aware of DEWA's initiatives contributing to the realisation of the United Nations Sustainable Development Goals (SDGs) 2030	85%
DEWA has clearly communicated its commitment to a circular economy as part of its sustainability journey	91%
Happiness with DEWA acting as a pioneer for sustainable solutions -Providers of Capital	93.75%
Readiness to supply DEWA with more sustainable and environmentally friendly products and/or services – Suppliers	95.60%

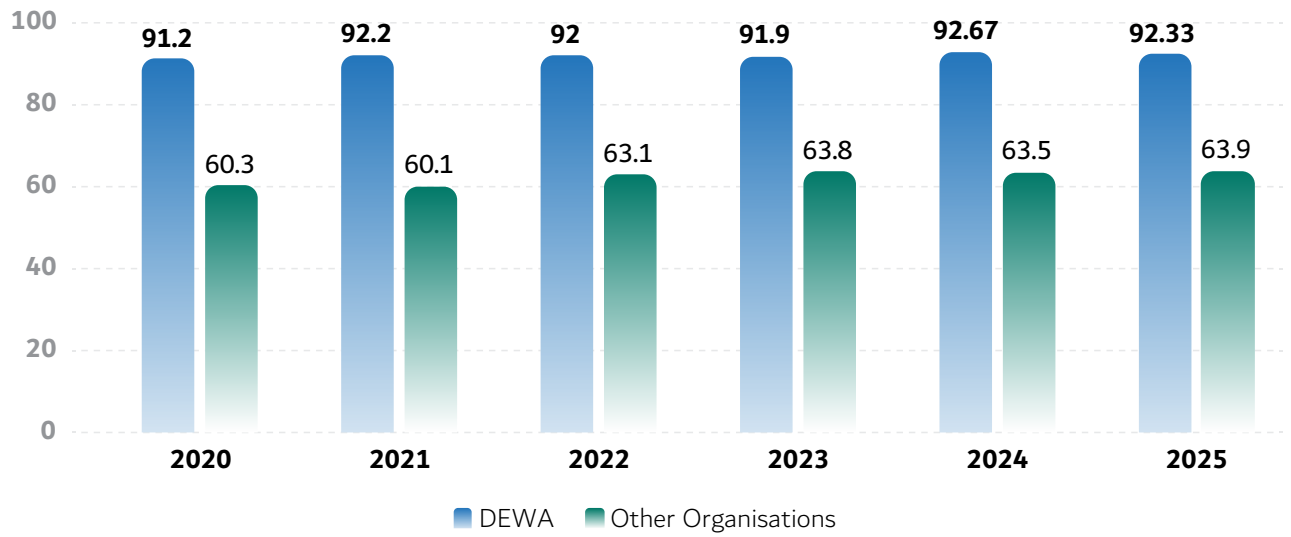
SUSTAINABILITY CULTURE INDICATOR (SCI)

DEWA maintains its commitment to integrating sustainability throughout its strategic framework, including its directional priorities, strategy mapping and core objectives. DEWA assesses its sustainability culture using a comprehensive measurement instrument known as the Sustainability Culture Indicator (SCI), while benchmarking its performance in sustainability engagement against international standards.

The SCI is an employee survey designed to measure staff attitudes toward sustainability and identify factors that either facilitate or hinder the achievement of sustainability outcomes. The survey examines the foundational enablers of a sustainability-oriented culture, encompassing both individual dimensions (psychological and attitudinal elements) and organisational dimensions (support mechanisms and infrastructure). By evaluating the presence and strength of these enablers within the organisation, DEWA can strategically prioritise and target initiatives aimed at embedding sustainability into its organisational culture.

In December 2025, 3,832 of DEWA employees completed a customised version of the SCI. DEWA's sustainability performance stands at 92.33%, surpassing both the annual target of 90% and the results of all other participating organisations in the survey. DEWA will continue advancing its initiatives to elevate awareness and reinforce sustainability commitments across its organisational culture, operations and activities throughout all divisions. These ongoing efforts ensure that sustainability measures achieve their designated targets and maintain alignment with the organisation's strategic direction.

DEWA's Overall Sustainability Efforts Level



ECONOMIC PERSPECTIVE

KEY FACTS ABOUT DEWA'S FINANCIAL PERFORMANCE

ECONOMIC PERFORMANCE

DUBAI FINANCIAL MARKET (DFM)

DEWA was successfully listed on the Dubai Financial Market (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. This strong demand demonstrated significant confidence from local and international investors in Dubai's capital markets and the emirate's business-friendly environment.

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.

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.

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 group 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 6.02% increase in consolidated revenue, reaching Đ32.84 billion, primarily driven by higher demand for electricity, water and cooling services. The consolidated net profit for 2025 stood at Đ9.06 billion, having recorded an increase of 25.17%. Consolidated Earnings Per Share increased by 19.29%, from Đ0.140 in 2024 to Đ0.167 in 2025. For the year, DEWA provided a sector-leading dividend yield of 5%, based on its IPO price of Đ2.48 per share. 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 4.4%, along with the CML time of 0.82 minutes per year, reinforcing its position as a global leader in utility excellence.

KEY FACTS ABOUT DEWA'S FINANCIAL PERFORMANCE

Year	2022	2023	2024	2025
Total Revenues - Consolidated	Đ27.34 billion	Đ29.18 billion	Đ30.98 billion	**Đ32.84 billion**
Net Profit - Consolidated	Đ8.04 billion	Đ7.93 billion	Đ7.23 billion	**Đ9.06 billion**
Operating Costs - Consolidated	Đ19.524 billion	Đ21.07 billion	Đ22.25 billion	**Đ22.99 billion**
Employee Wages and Benefits - Consolidated	Đ3,659 million	Đ4,029 million	Đ4,101 million	**Đ4,256 million**
Payment to Providers of Capital - Consolidated	Đ16,155 million	Đ8,248 million	Đ6,585 million	**Đ7,360 million**
Units Sold - Water	127.041 billion Imperial Gallons	133.028 billion Imperial Gallons	139.817 billion Imperial Gallons	**147.514 billion Imperial Gallons**
Units Sold - Electricity	47.312 Terawatt Hour	50.785 Terawatt Hour	53.335 Terawatt Hour	**56.191 Terawatt Hour**
Debt to Equity - Consolidated	44.05%	41.95%	38.08%	**39.46%**
Return on Equity - Consolidated	8.71%	8.56%	7.62%	**9.26%**
Capital Expenditure - Consolidated	Đ10,120 million	Đ8,120 million	Đ11,163 million	**Đ11,831 million**

Year 2025	Q1	Q2	Q3	Q4	Total
Revenue	Đ5,964 million	Đ8,638 million	Đ10,316 million	Đ7,924 million	**Đ32,842 million**
Net Profit	Đ496 million	Đ2,398 million	Đ3,938 million	Đ2,223 million	**Đ9,055 million**

AVAILABILITY & RELIABILITY OF ELECTRICITY

Ensuring a continuous and reliable supply of electricity is a core operational responsibility for DEWA as Dubai's exclusive electricity and water utility. This is managed through long-term capacity planning, continuous infrastructure development and operational controls designed to meet customer demand while maintaining system resilience and adequate reserve margins.

DEWA's electricity generation system is supported by ongoing upgrades to power generation and desalination assets, enabling the utility to respond effectively to demand growth and operational risks. Performance is assessed through generation output, fuel mix and capacity availability.

As electricity demand continues to increase annually, DEWA has expanded generation capacity in line with its demand forecasts. In 2025, DEWA expanded its energy mix by increasing the capacity of the Mohammed bin Rashid Al Maktoum Solar Park to 3,860 MW. Total electricity generation for the entire year was 62,208,971 megawatt-hours (MWh).

In 2025, electricity generation capacity increased to 17,979 MW while desalinated water production capacity stood at 495 million imperial gallons (MIG) per day.

The majority of electricity generation and water desalination is based on natural gas, reflecting its role as an efficient and comparatively lower-emission fuel. Alongside this, DEWA continues to integrate renewable energy into its generation portfolio, with solar representing the primary source of renewable energy. This transition supports Dubai's long-term energy objectives under the Dubai Clean Energy Strategy 2050 and the Dubai Net Zero Carbon Emissions Strategy 2050, which aim to fully decarbonise power production by 2050.

Source of Energy			2022	2023	2024	2025
DEWA Gas Plant	Natural Gas	Generation (MWh)	44,322,308	44,541,222	45,425,306	44,343,850
		% of total generation	83.80	79.33	76.74	71.28
	Diesel Fuel Oil	Generation (MWh)	13,651	25,450	66,649	72,397
		% of total generation	0.03	0.05	0.11	0.12
	Medium Fuel Oil	Generation (MWh)	45	46	2	3
		% of total generation	0.00008	0.00008	0.000003	0.000004
Solar Energy		Generation (MWh)	4,645,350	6,164,517	6,625,023	10,095,129
		% of total generation	8.78	10.98	11.19	16.23
Pumped Storage Hydroelectric Power Plant (PSHPP)		Generation (MWh)	-	-	-	48,222
		% of total generation	-	-	-	0.08
Waste to Energy (Warsan Waste Management Company)		Generation (MWh)	-	174,377	1,040,920	1,251,856
		% of total generation	-	0.31	1.76	2.01
Hassyan Power Plant (HPP)	Hassyan Power Plant	Generation (MWh)	3,910,945	5,241,543	6,033,768	6,397,514
		% of total generation	7.39	9.34	10.19	10.28
Total Generation (MWh)			**52,892,299**	**56,147,155**	**59,191,667**	**62,208,971**

Gross electricity generation by the DEWA gas plant, the Pumped-Storage Hydroelectric Power Plant (PSHPP) and DEWA Solar, as well net electricity supplied to the DEWA network by solar independent power producers (IPP), the Hassyan Power Plant (HPP) and the Warsan Waste Management Company (WWMC), excluding Shams Dubai Exports.

DEWA's generation mix is centred on natural gas and solar energy. To safeguard operational continuity, the utility maintains contingency stocks of alternative fuels, including diesel fuel oil (DFO) and medium fuel oil (MFO). These fuels are retained exclusively for emergency preparedness, testing and commissioning activities, and are not used in routine operations.

ACCESS TO ELECTRICITY

DEWA is responsible for the planning, operation and continuous improvement of the electricity system across the emirate of Dubai, covering power generation, transmission and distribution activities. Electricity is supplied to residential, commercial and industrial customers through an integrated infrastructure of power plants, substations and distribution networks designed to ensure safe, reliable and uninterrupted service.

DEWA's electricity generation portfolio comprises natural gas-based facilities, solar energy installations and co-generation plants. This diversified energy mix supports energy security while enabling the gradual integration of renewable energy sources, contributing to reduced reliance on fossil fuels and lower carbon emissions.

The management of electricity access and customer services is guided by DEWA's Corporate Strategy Map, which is aligned with the Dubai Plan 2030 and the UAE Vision 2071. Strategic objectives include Engaged & Happy Stakeholders (SO2) and Leading Innovative Customer Experience (IP03). Customer happiness and satisfaction are measured through regular surveys to evaluate service performance, inform decision-making and drive continuous improvement.

To enhance electricity accessibility, operational efficiency and network resilience, DEWA has implemented a range of technology-enabled and customer-focused initiatives, including:

- Deployment of **smart grid technologies** to enable real-time monitoring, automation and control of transmission and distribution networks, improving reliability and response times.
- Implementation of the **Shams Dubai Initiative,** allowing customers to install rooftop solar photovoltaic systems and export surplus electricity to the grid through a net metering mechanism.
- Rollout of **Advanced Metering Infrastructure (AMI),** replacing conventional meters with smart meters to ensure accurate billing and provide customers with detailed consumption information.

In support of sustainable transport, DEWA continues to expand its electric vehicle (EV) charging infrastructure across Dubai. The EV Green Charger network includes 1,864 charging points throughout the emirate of Dubai. This infrastructure is supported by the Dubai EV Community Hub, a digital platform that provides centralised information on EV initiatives, infrastructure and developments to encourage EV adoption.

OPERATIONAL EXCELLENCE

DEWA pursues operational excellence through the continuous optimisation of asset performance, maintenance practices and system reliability across its electricity and water operations. This approach focuses on maximising asset availability, minimising service interruptions, reducing operational costs and supporting environmental objectives through efficiency-driven improvements.

DEWA has established world-leading performance in power generation maintenance by significantly reducing outage durations for major inspection overhauls of gas turbines. Through advanced maintenance planning, digital tools and improved execution practices, DEWA has reduced major inspection outage periods from 58 days to 11 days, representing an 81% reduction in maintenance downtime compared to 2006. This achievement, first realised in 2019, has been consistently sustained. As a result of these improvements, DEWA recorded exceptionally high generation availability levels during the peak summer period of 2025, achieving availability rates of 99.67% for E-Class gas turbines and 99.91% for F-Class gas turbines, positioning it among the highest-performing utilities globally.

SERVICE RELIABILITY AND CUSTOMER IMPACT

High operational performance directly supports customer service reliability. In 2025, DEWA achieved a world-leading benchmark by recording the lowest global electricity customer minutes lost (CML) at 0.82 minutes per customer per year. This performance significantly exceeds the average CML of approximately 15 minutes reported by leading electricity utilities in the European Union, reflecting the robustness and resilience of DEWA's network operations.

EFFICIENCY, DECARBONISATION AND LONG-TERM VALUE CREATION

DEWA is advancing the separation of water desalination processes from electricity generation to improve operational efficiency and environmental performance. This strategic shift is expected to deliver savings of approximately Đ13 billion by 2030 and reduce carbon emissions by an estimated 44 million tonnes. All new desalination projects are limited to RO technology, supported by clean energy sources, reflecting DEWA's commitment to efficient and low-carbon water production.

In parallel, DEWA has increased fuel utilisation efficiency across production units to approximately 90%, aligning with best-in-class international performance benchmarks and reinforcing its commitment to operational excellence, cost efficiency and emissions reduction.

The SAIDI (customer minutes lost)

Year	Target	Actual
2021	1.6	1.43
2022	1.4	1.19
2023	1.15	1.06
2024	1	0.94
2025	**1**	**0.82**

System Average Interruption Frequency Index (SAIFI)

Year	Target	Actual
2021	0.062	0.059
2022	0.057	0.039
2023	0.038	0.040
2024	0.038	0.046
2025	**0.045**	**0.037**

Availability Factor (AF), Target & Actual 2021 – 2025

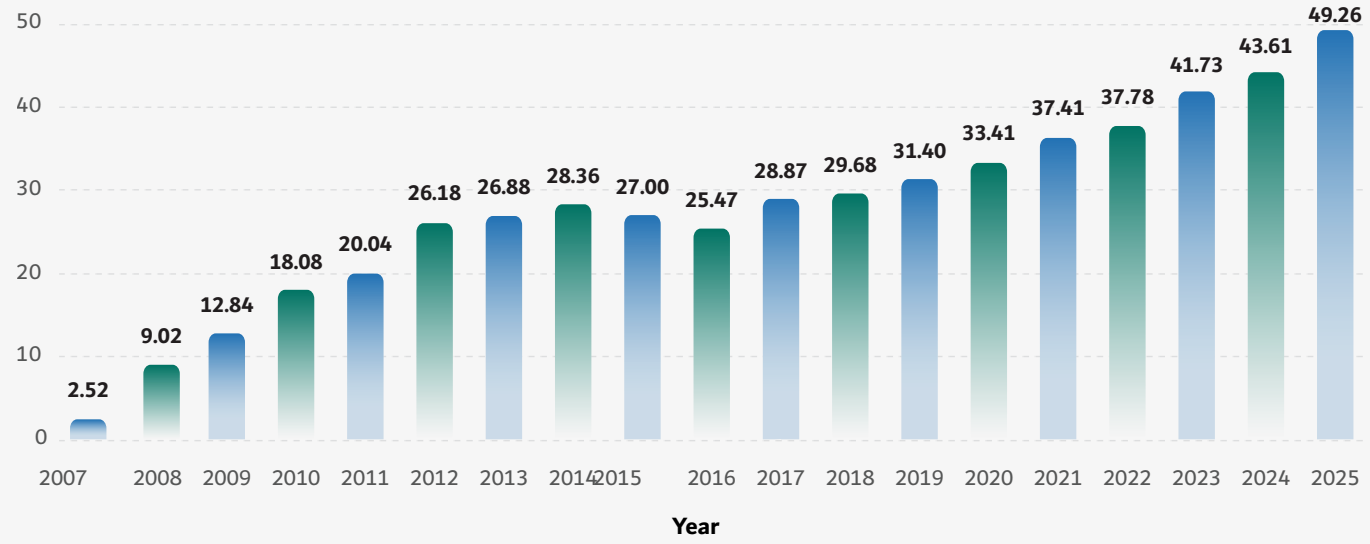
Year	Availability Factor (Summer) Target	Availability Factor (Summer) Actual	Availability Factor (Annual) Target	Availability Factor (Annual) Actual
2021	98.5%	99.66%	92%	92.35%
2022	98.5%	98.39%	90%	90.09%
2023	98.5%	98.34%	91%	91.15%
2024	98.5%	98.37%	91%	91.25%
2025	**98.5%**	**98.96%**	**91%**	**93.61%**

SUPPLY SIDE EFFICIENCY

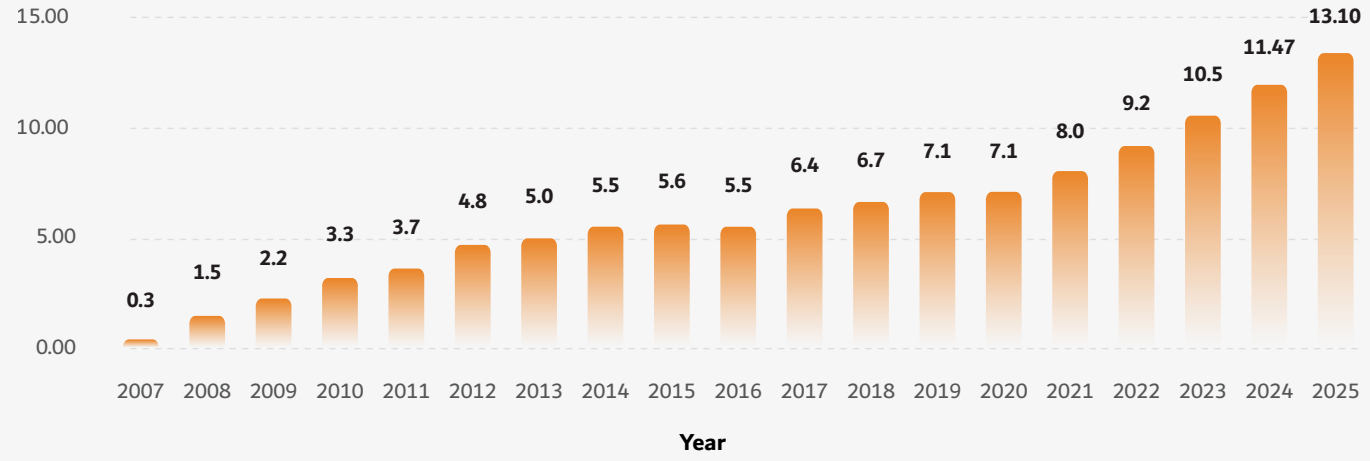
DEWA enhances the efficiency of its electricity and water production by utilising co-generation systems, where heat recovery steam generators capture waste heat from gas turbines to generate additional electricity and power the MSF desalination process.

Within its desalination facilities, DEWA applies a hybrid approach that combines MSF and RO technologies, ensuring optimal long term performance and cost efficiency. Additionally, DEWA continuously modernises its gas turbines in partnership with original equipment manufacturers, integrating advanced solutions and cost effective upgrades that boost output, improve efficiency and increase turbine reliability throughout their operational life cycle.

Efficiency Improvement w.r.t. 2006 (%)



Carbon Reduction (Million Tonnes of CO_2) due to efficiency improvement w.r.t. 2006



SYSTEM EFFICIENCY

DEWA continues to strengthen Dubai's electricity infrastructure to meet growing demand and ensure reliable supply. Investments in Transmission & Distribution (T&D) substations form a key part of this strategy, supporting high system efficiency and uninterrupted service for all customers.

POWER TRANSMISSION

In 2025, DEWA continued to expand Dubai's transmission network to meet growing electricity demand and support reliable system performance. The number of 132 kV transmission substations increased to 367, while 400 kV substations remained at 27, compared with 2024.

Compared to 2024, the transmission line network was extended significantly at the 132 kV level, reaching 483km of overhead lines and 2,868km of underground lines. The 400 kV network remained largely unchanged, with 1,387km of overhead lines and 26km of underground lines.

These upgrades reflect DEWA's ongoing commitment to building a resilient and advanced electricity transmission infrastructure capable of supporting Dubai's growing population, economic development and rising electricity demand.

The table below provides details about transmission substations and lines

Transmission Substations (EU12)

Type	2021	2022	2023	2024	2025
132 kV (Nos.)	319	334	348	360	367
400 kV (Nos.)	25	27	27	27	27

Length of Transmission Lines (EU4)

Type		2021	2022	2023	2024	2025
Overhead lines (km)	132 kV	369	367	331	317	483
	400 kV	1,386	1,388	1,388	1,388	1,387
Underground lines (km)	132 kV	2,335	2,552	2,668	2,783	2,868
	400 kV	25	25	26	26	26

POWER DISTRIBUTION

By the end of 2025, DEWA's distribution network had expanded to 61 33 kV substations and 47,060 11-6.6kV substations, strengthening electricity delivery across the emirate.

The network comprises 83.75km of 33kV overhead lines and 1,787.75km of underground lines, as well as 589.16km of 11-6.6kV overhead lines and 37,775.91km of underground cables.

These extensive distribution assets support reliable, efficient electricity supply, facilitate the integration of renewable energy and enable DEWA to meet Dubai's growing electricity demand with high operational resilience.

The table below provides details about the distribution substations and lines

Type	2021	2022	2023	2024	2025
33kV	81	73	75	69	61
11-6.6 kV	41,814	42,771	44,015	45,317	47,060

Type		2021	2022	2023	2024	2025
Overhead Lines (km)*	33kV	100.1	99.75	99.75	83.75	83.75
	11-6.6 kV	606.4	613.28	607.29	597.51	589.16
Underground Lines (km)*	33 kV	2,108	2,000.44	1,965.71	1,843.91	1,787.75
	11-6.6 kV	35,001	35,541	36,174.45	36,892.97	37,775.91

*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 Đ7 billion, is one of the tools to ensure seamlessness and round-the-clock integrated and connected services. As of December 2025, DEWA had deployed 1,263,124 smart electricity meters and 1,159,933 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.

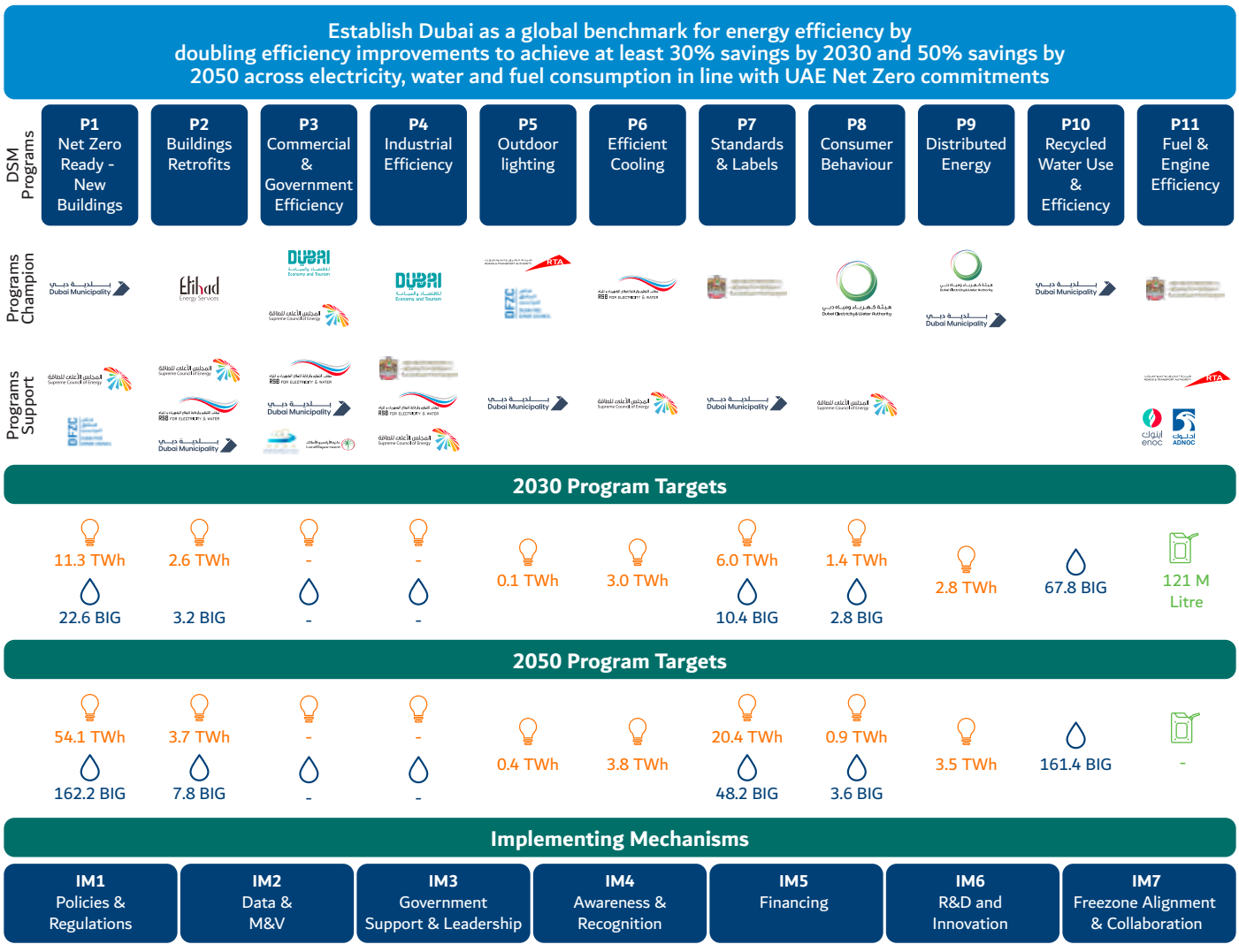
DEWA ensures the confidentiality, integrity and availability of information, assets and facilities in smart grid infrastructure by implementing world-class security standards and best practice. This also improves the reliability and security of transmission and distribution substations, with enhanced substation control and monitoring capabilities that comply with cybersecurity requirements.

For further insights into DEWA's Smart Grid, kindly scan the QR code.

DEMAND SIDE MANAGEMENT

The Dubai Demand Side Management (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, 10 of which are directly aligned with DEWA's core business and scope of work, the DSM Strategy encompasses various facets of demand-side management.



The DSM programmes are implemented and managed by 10 different member entities assigned by the Dubai Supreme Council of Energy (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

	2023		2024		2025*	
Initiative	**Electricity**	**Water**	**Electricity**	**Water**	**Electricity**	**Water**
Consumer Behaviour programme	106 GWh	496 MIG	130 GWh	660 MIG	140 GWh	695 MIG
Shams Dubai	813 GWh	-	963 GWh	-	1,100 GWh	-
Electricity & Tariffs	1,252 GWh	2,221 MIG	1,289 GWh	2,253 MIG	1,335 GWh	2,363 MIG

*Preliminary Data

MY SUSTAINABLE LIVING PROGRAMME

The "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 electricity and water demand by 50% by 2050.

The programme allows the customers to regularly monitor and compare their electricity and water consumption against homes of similar efficiency in their area.

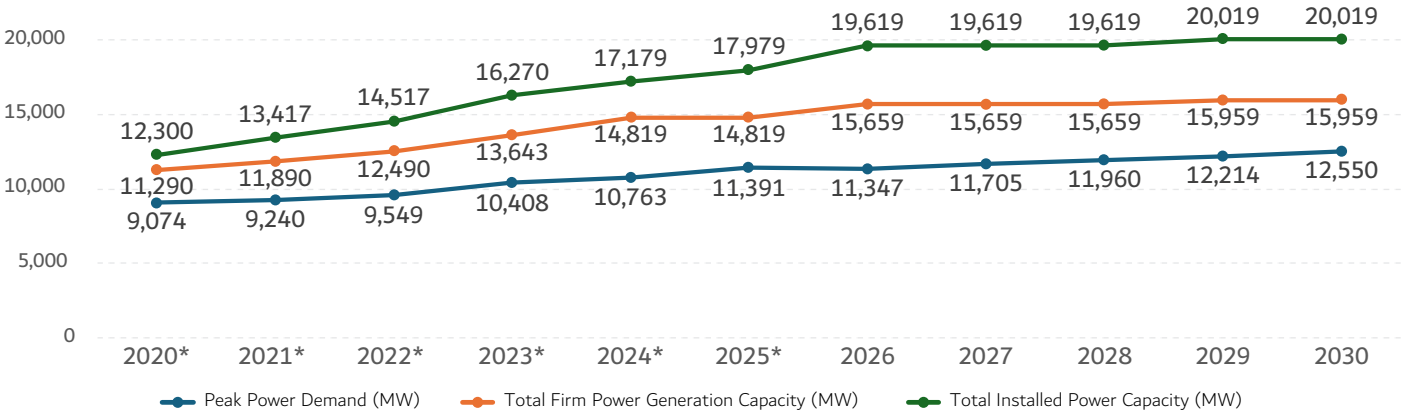
Powered by AI and behavioural science, and has unique features such as an interactive dashboard for benchmarking usage, a consumption profile survey to improve comparison accuracy, monthly consumption reports and tailored tips to help customers take positive steps towards more efficient electricity and water use.

DEWA introduced a "Usage Analyser" page as a pilot for limited customers to test advanced electricity and water efficiency functionalities. The page included features that provided customers with detailed insights into appliance-level consumption, comparisons with neighbourhood benchmarks and bill itemisation with future cost projections. As part of the pilot, participant feedback was collected through surveys and focus group sessions to evaluate user experience, feature effectiveness and opportunities for further enhancement.

MEETING FUTURE DEMAND

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.

Peak Power Demand and Generation Capacity (2020 - 2030)



*2020-2025 values are actual peak recorded and 2026-2030 are as per Generation & Desalination Capacity Plan (GDCP) – Update 2025.

RESEARCH & DEVELOPMENT (R&D) CENTRE

Launched in 2014 in alignment with the National Innovation Strategy, the R&D Centre serves as a central hub for DEWA's research efforts towards renewable energy, improved integration of variable energy resources and operational efficiency. Located at the Mohammed bin Rashid Al Maktoum Solar Park to leverage cross-disciplinary collaboration, the centre was officially inaugurated by His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, in March 2020. Driven by the vision of H.E. Saeed Mohammed Al Tayer, MD & CEO of DEWA, to anticipate and shape a sustainable future, the centre's mission is to generate value through cutting-edge applied research, ensuring DEWA remains at the forefront of providing world-class services while aiming to lead the transformation of energy and water systems by 2050.

The DEWA R&D Centre drives applied research and innovation in strategic areas such as clean energy, water, smart grids, advanced energy systems, space and remote sensing, and Fourth Industrial Revolution technologies. It supports the development, testing and scaling of innovative solutions through pilot projects, advanced laboratories and intellectual property generation, enabling practical, high-impact technologies that enhance the sustainability and performance of utility operations.

For further details on DEWA's R&D Centre, research areas, facilities and initiatives, please visit the R&D Centre page on the DEWA website, scan the below QR code:

SUSTAINABILITY-ORIENTED DEWA R&D PROJECT HIGHLIGHTS IN 2025

In 2025, the following sustainability-oriented projects matured and are being considered for further advancement towards deployment.

- Successfully deployed a portable harmonic filter with successful outcomes at DEWA Fleet Management's Green Garage.
- Developed Tabayun, an AI-based substation feeder load-forecasting system for higher accuracy in system planning.
- Designed and manufactured next-generation mini-modules, supporting high efficiency PV innovation
- Completed the installation of a novel Silt Density Index (SDI) alternative sensing-station prototype to support more sustainable desalination system performance.
- Achieved successful Satellite IoT data transmission via two IoT terminals, enabling low-power field sensing for sustainability applications.
- Delivered hundreds of 3D-printed spare part components for operational use across DEWA facilities while advancing integration of additive-manufacturing into the DEWA SAP inventory system and progressing towards ASTM certification for critical parts.

In addition, the R&D Centre has achieved 347 world-class (Scopus indexed) research publications, 65 patent applications and 19 granted patents since 2017.

TOWARDS A CIRCULAR ECONOMY

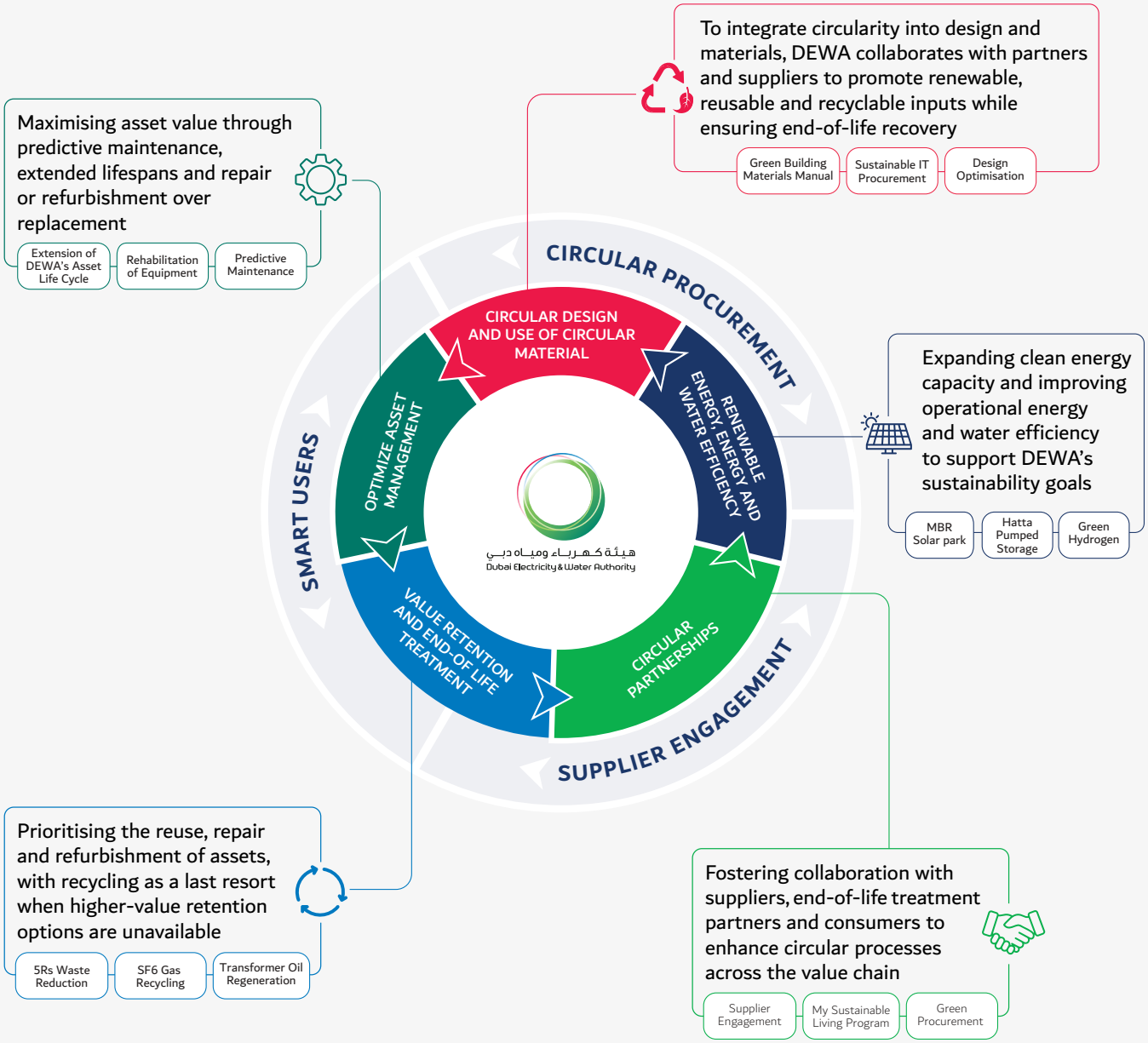
DEWA'S CIRCULAR ECONOMY STRATEGY & FRAMEWORK

DEWA has a strong commitment to sustainability, deeply embedded in its purpose, vision and mission. At DEWA, we recognise that circularity plays a pivotal role in advancing our corporate sustainability goals. Accordingly, we developed out Circular Economy Strategy and Framework in 2023, one of the first of its kind in the region. This comprehensive strategy accelerates DEWA's transition to a circular economy while contributing to Dubai's vision for sustainable development. By embedding circular practices across operations, DEWA ensures optimal resource use, minimises waste and maximises value retention across its entire value chain.

DEWA'S CIRCULAR ECONOMY MODEL

DEWA's circular economy model is designed to contribute to global, federal and local frameworks, including 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 model 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 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

CIRCULAR PRACTICES ACROSS DEWA'S OPERATIONS

At DEWA, our circular economy model is more than a strategic framework; it is a commitment, operationalised through innovative initiatives that bring our strategy to life across the entire value chain. We embrace a holistic approach to circularity, integrating advanced technology with sustainable practices to optimise resource use, minimise waste and maximise value retention across our operations.

In asset management, DEWA has pioneered the development of AI- driven optimisation systems for power generation, enabling the recovery of lost capacity and extending the operational life of critical infrastructure. Through strategic refurbishment and repair programmes, DEWA prolongs asset lifecycles, reducing the need for replacement and conserving valuable resources.

In waste management, DEWA applies the five principles of circular economy: Reduce, Reuse, Recycle, Repurpose and Recover across its operations, significantly diverting waste from landfill and creating value from materials that would otherwise be discarded. DEWA has also established comprehensive recycling programmes for specialised materials such as transformer oils and SF6 gases, ensuring that even hazardous substances are recovered and reused rather than disposed.

In renewable energy, DEWA continues to scale its world-class solar infrastructure while leading pioneering green hydrogen initiatives. These strategic investments are decarbonising DEWA's energy portfolio and accelerating the transition to a low-carbon circular economy.

Together, these applications reflect DEWA's integrated approach to circularity by maximising economic value through resource efficiency, minimising environmental impact through waste and emissions reduction, and contributing to social value through sustainable development and responsible resource use. Through innovation, collaboration and careful planning, DEWA is turning circular principles into everyday practice across its operations.

INNOVATION

FOSTERING INNOVATION THROUGH PEOPLE, PROCESSES AND SYSTEMS

Innovation is central to DEWA's pursuit of excellence and sustainability, guided by the vision of H.H. 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.

EMPOWERING DEWA'S WORKFORCE FOR INNOVATION

DEWA promotes knowledge sharing through policies, frameworks and training, guided by ISO 30401:2018 and ISO 56002:2019. 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 a Focus Area Report. Both online and in-person programmes, such as KM Training, LinkedIn Learning and Udemy, are also available.

DEWA has provided its employees with the Microsoft 365 Copilot smart assistant powered by Generative AI, making it the first government entity in the UAE to adopt this advanced technology from Microsoft.

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 75,152 ideas have been received. In 2025 alone, employees submitted 7,648 ideas, resulting in annual cost savings of Đ17.086 million. A total of 581 ideas were implemented in 2025, with 1,377 ideas currently in progress for future development.

AFKARI	2021	2022	2023	2024	2025
Ideas submitted	7,845	7,631	6,235	6,288	7,648
Participants who used the Afkari platform	7,740	6,516	6,516	3,149	6,516
Proposed ideas (accumulative cost savings)	Đ247.078 million	Đ258.603 million	Đ272.962 million	Đ283.419 million	Đ283.691 million
Number of ideas with cost savings	819	888	959	1,018	1,152
Cost savings (per year)	Đ21.358 million	Đ11.525 million	Đ14.359 million	Đ10.457 million	Đ17.086 million
Number of implemented ideas	893	519	537	422	581
Number of ideas in progress	1,820	759	441	684	1,377

PROTECTING INTELLECTUAL CONTRIBUTIONS

DEWA holds a diverse and multi-jurisdictional Intellectual Property (IP) Portfolio, with 150 internationally protected innovations, comprising more than 100 technical inventions, 15 software inventions and over 30 trademarks. These results reflect a strong commitment to safeguarding employee-driven innovation, maintaining competitive advantage and strengthening brand trust. A grant rate of 90% across the IP filings highlights the robustness and effectiveness of DEWA's Intellectual Property Strategy.

PROCESSES: STRUCTURED PATHWAYS FOR DRIVING INNOVATION

DEWA achieved the 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.

Future Shaping Processes: DEWA leverages a set of advanced tools and structured processes to anticipate and respond to emerging trends, including the Future Signals Catalogue, which was recognised by the Golden Bridge Awards in 2021. Through this catalogue, employees log early signals of potential future changes, which are analysed and translated into actionable initiatives aligned with organisational priorities. In addition, DEWA publishes the Future Wave Report, a monthly report linked directly to DEWA's strategy that provides insights into the latest technologies across areas such as smart society, cyber security, sustainability and more. To further enhance future-readiness, DEWA introduced the Future Insights Co-Pilot , offering employees a single access point to tools, services, reports and insights. The initiative has already been recognised internally by winning the I&TF Nujoom DEWA Award.

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 gives employees access digital knowledge resources. The iAsk Reference & Research Service enables employees to find answers and insights quickly.

EXTERNAL CERTIFICATION IN 2025

- Recognised at the Emirates Innovates Award for innovative digital substation design.
- Successfully achieved Kitemark certification for the Innovation Management System.
- Successfully achieved ISO 56002:2019 recertification for the Innovation Management System.

DIGITALISATION

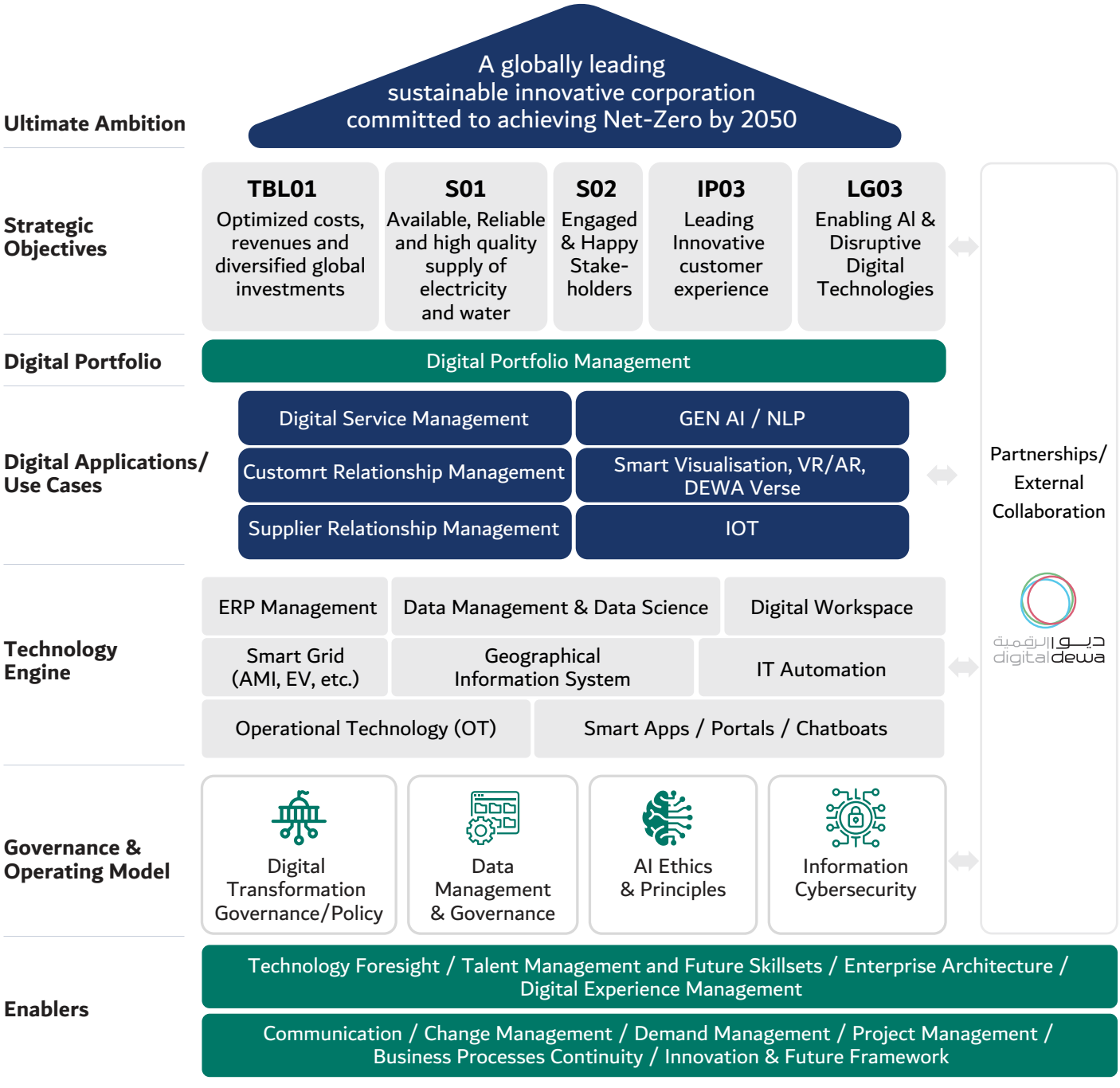
In 2025, DEWA advanced its digital transformation to drive greater sustainability, efficiency and customer value. Key infrastructure digitisation initiatives, such as the

Smart Grid Asset Health Centre for Distribution and Transmission, leveraged Big Data analytics to enhance asset reliability, optimise network performance and support predictive maintenance. Geospatial intelligence also improved through the Esri Utility Network and the GIS Data Assurance Framework, strengthening data accuracy and traceability across electricity and water systems.

Customer-centric digital services were expanded by enhancing website accessibility for People of Determination, broadening access to the DEWA Store and deploying dashboards to monitor high-usage electricity patterns. Enterprise-wide digital enablement was accelerated through the SAP S/4HANA upgrade, introducing AI-powered automation and real-time analytics. Water and civil operations benefited from automated shutdown drawings, improved water-loss calculations and a dedicated GPS base station for precise data capture.

DEWA DIGITAL TRANSFORMATION STRATEGY

DEWA's Digital House of Strategy demonstrates its commitment to digitisation and digital transformation. The strategy integrates leading digital technologies, robust governance and organisational enablers to enhance customer experience, optimise costs and ensure high-quality service delivery. Key components include smart grids, AI, IoT, digital service management and cyber security.



RAMMAS

Rammas leverages generative AI to significantly enhance customer experience through advanced interaction capabilities. It adeptly understands user needs and inquiries, providing real-time responses in both Arabic (including the Emirati dialect) and English, available 24/7, while ensuring a secure and practical environment. This results in average annual savings of Đ15 million.

DEWA became the first utility provider worldwide and the initial government entity in the UAE to implement generative AI for customer engagement and response.

Launched in 2017, Rammas is designed to simulate a live agent, continuously improving its understanding through ongoing customer interactions. It offers both informational and transactional services via menu-based navigation and direct queries.

DEWA further upgraded Rammas by trialing ChatGPT technology in April 2023 and subsequently integrating GPT-4o in 2025, greatly enhancing conversational intelligence, responsiveness, and overall service quality.

Rammas is accessible through multiple digital platforms, including DEWA's website and smart applications (available on iOS and Android), Amazon Alexa, as well as social media channels such as Facebook, Instagram, and WhatsApp, ensuring prompt and efficient support across all interfaces

RAMMAS SUSTAINABILITY IMPACT (2020-2025)

Questions handled	Total Payment Transaction	CO_2 emissions Reduction (Tonnes)	Total Trees saved
12,788,633	**8,309**	**15,519**	**78,477**

These figures represent the cumulative results for the Rammas service since its launch in through 2025.

ARTIFICIAL INTELLIGENCE TRUSTWORTHINESS (ISO/IEC TR 24028:2020)

DEWA has successfully obtained the ISO/IEC TR 24028:2020 certification for trustworthiness in 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. The certification was awarded following a comprehensive assessment of DEWA's AI systems by Swiss-based QS Zurich. This evaluation included DEWA's virtual employees, Rammas for You and Rammas for Work, as well as the Rammas Robot and the Timi Robot.

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 to reducing environmental impact and promoting efficient resource usage. By digitising records and managing them electronically, supporting tangible progress towards a lower carbon footprint.

Smart Document Savings in 2025

Number of procedures (completed)	**5,547,257** documents archived (completed the workflow process)
Number of services (provided)	**78** process automations (excluding the sub-processes or systems integrations)
Savings (Đ)	**138,806,812** (estimated)
Dubai Paperless Strategy	**100%** achieved (this is a Smart Government initiative and not related to Smart Document specifically)

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, e& (formerly known as Etisalat), EPPCO/ENOC and Noqodi. This is part of its continuous efforts to enrich the customer experience in Dubai and enhance stakeholder happiness.

Through the digital integrations and the digital channels, more than 14 million online transactions were completed in 2025, which helped reduce more than 51,000 tonnes of carbon dioxide. This is equivalent to planting over 58,000 trees across an area equivalent to 110 football pitches. 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.

ENVIRONMENTAL PERSPECTIVE

ENERGY

ENERGY PRODUCTION WITHIN THE ORGANISATION

With the rising energy demand and rapid population growth in Dubai, DEWA has consistently upheld its commitment to deliver reliable electricity and water services that meet globally recognised standards. By the end of 2025, the total number of electricity customer accounts increased to 1,281,367 which represents an increase of 4.55% compared to 2024. This responsibility is fulfilled through long-term capacity planning, continuous infrastructure development and operational controls that enable DEWA to meet growing customer demand while maintaining system resilience. Electricity generation performance is monitored through key indicators such as generation output, fuel mix and capacity availability, allowing us to respond effectively to demand growth and operational risks.

DEWA operates a diversified energy mix that combines both renewable and non-renewable sources to balance reliability, efficiency and sustainability. Renewable electricity generation is led by the Mohammed bin Rashid Al Maktoum Solar Park, which represents the cornerstone of DEWA's clean energy portfolio and supplies large-scale solar energy to the grid. In addition, electricity is imported from the Warsan Waste Management Company, where municipal solid waste is converted into electricity through a waste-to-energy process. This electricity is classified as renewable to the extent of the biogenic fraction of the waste and supports circular economy objectives by diverting waste from landfill.

Combined with renewable sources, DEWA's generation system also relies on non-renewable thermal power plants to ensure grid stability and meet base-load and peak demand requirements. The Jebel Ali Power and Desalination Complex and Al Aweer Power Station generate electricity primarily using natural gas through high-efficiency thermal and combined-cycle technologies, supporting both power production and water desalination. While natural gas remains the predominant fuel due to its comparatively lower emissions and operational efficiency, DEWA continues to expand the share of renewable energy in its generation portfolio. This balanced approach supports Dubai's long-term transition objectives under the Dubai Clean Energy Strategy 2050 and the Dubai Net Zero Carbon Emissions Strategy 2050, which aim to fully decarbonise power production by 2050.

INSTALLED CAPACITY

At the heart of DEWA's long-term strategy is the transformation of Dubai into a leading global hub for clean energy, supported by an ambitious target to ensure that clean energy accounts for 100% of the emirate's total power capacity by 2050.

Since its establishment in 1992, DEWA has achieved significant advancements, reaching a total installed power generation capacity of 17,979 MW. Of this, 3,860 MW is from renewable energy sources, primarily solar, highlighting DEWA's strong commitment to sustainability and the transition towards a low carbon energy future.

DEWA's Gross Installed Capacity

Generation Plant	Capacity (MW)
Jebel Ali & Al Aweer	**11,519**
Mohammed bin Rashid Al Maktoum Solar Park	**3,860**
Hassyan Power Station	**2,400**
Waste to Energy (Warsan Waste Management Company)	**200**
Total	**17,979**

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 8,000 MW by 2030, with a total investment of approximately Đ50 billion. Upon completion, the solar park will avoid more than 8.5 million tonnes of carbon emissions annually. The total capacity of solar energy projects commissioned at the solar park has reached 3,860 MW from photovoltaic (PV) solar panels and concentrated solar power (CSP), with an additional 800 MW from PV technology under construction. Additionally, the seventh phase of the solar park – with a total capacity of 2,000 MW from PV solar panels and 1,400 MW from a battery energy storage system (BESS) with a capacity of six hours – is at the procurement phase. The solar park supports the Dubai Clean Energy Strategy 2050 and the Dubai Net Zero Carbon Emissions Strategy 2050 to provide 100% of the emirate's energy production capacity from clean sources by 2050.

First Phase

On 22 October 2013, H.H. Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, inaugurated the 10 MW 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, H.H. Sheikh Mohammed bin Rashid Al Maktoum inaugurated the 200 MW second phase – 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 avoids 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

In November 2020, H.H. Sheikh Mohammed bin Rashid Al Maktoum inaugurated the 800 MW third phase, the first of its kind in the Middle East and North Africa. It features an advanced solar tracking system that increases generation by 20% to 30%, compared to fixed installations, and has three million modules with advanced PV technologies. The third phase generates clean energy for more than 240,000 homes in Dubai and avoids around 1.055 million tonnes of carbon emissions a year. DEWA achieved the world's lowest levelised cost of energy (LCOE) for the third phase of the solar park, at just USD 2.99 cents per kilowatt-hour (kWh) at the time of submission.

Fourth Phase

In December 2023, H.H. Sheikh Mohammed bin Rashid Al Maktoum inaugurated the 950 MW fourth phase. Based on the IPP model and built at an investment of Đ15.78 billion, the fourth phase features the world's tallest solar tower, at 263.12 metres and set records for the largest thermal energy storage capacity of 5,907 megawatt hours (MWh), the highest capacity single-operator concentrated solar power (CSP) plant at 700 MW and the longest continuous, uninterrupted CSP plant operation, achieving 39 days of service, according to Guinness World Records.. The fourth phase uses three hybrid technologies to produce clean energy: 600 MW from a parabolic basin complex (three units of 200 MW each), 100 MW from the world's tallest CSP tower (based on molten salt technology) and 250 MW from PV panels. DEWA achieved the lowest levelised cost of energy (LCOE) globally for a CSP Plant, at USD 7.3 cents per kWh at the time of the bid.

Fifth Phase

In June 2023, H.H. Sheikh Mohammed bin Rashid Al Maktoum inaugurated the Đ2 billion 900 MW fifth phase, which 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 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 1,800 MW. This phase will avoid around 2.36 million tonnes of carbon emissions annually and provide clean energy to 540,000 residences in Dubai. DEWA

achieved the lowest LCOE for any of its solar IPP projects so far of USD 1.6215 cents per kWh for the sixth phase. DEWA added 1.000 MW from the sixth phase of the Mohammed bin Rashid Al Maktoum Solar Park to the grid, with the remaining 800 MW to be added in the fourth quarter of 2026.

Seventh Phase

The seventh phase has a total capacity of 2000 MW from PV solar panels and 1,400 MW from a battery storage system with a capacity of six hours, developed under the IPP model. This phase is expected to avoid approximately 2 million tonnes of carbon emissions annually and supply clean energy to 1,021,021 residences in Dubai. The seventh phase will be commissioned in stages between 2027 and 2029.

The table below summarises progress and achievements at the Mohammed bin Rashid Al Maktoum Solar Park:

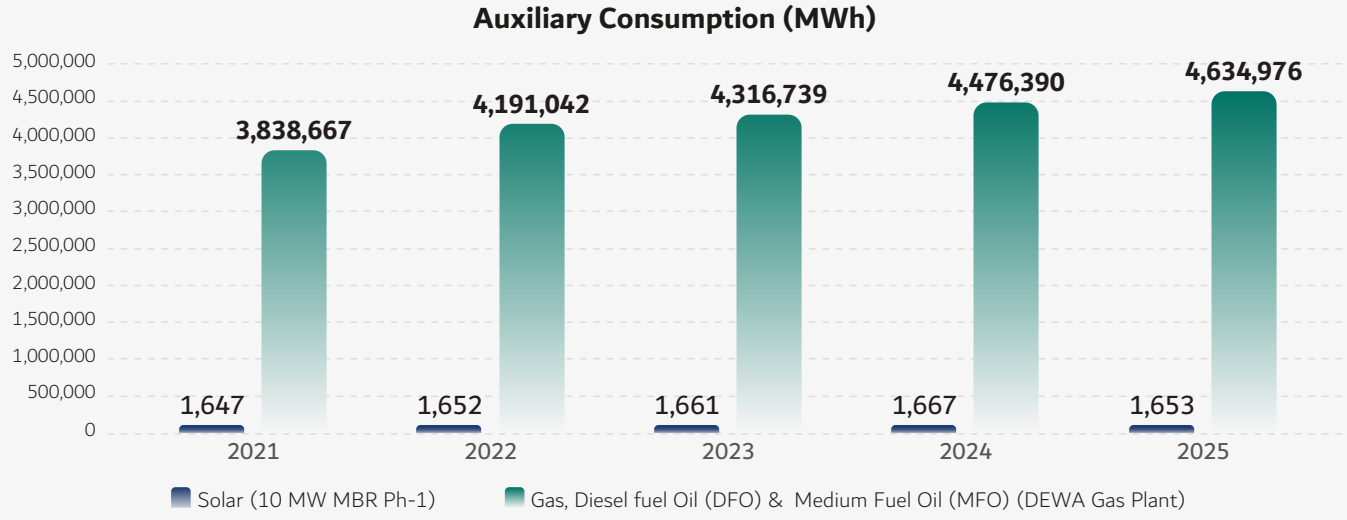
The table below summarises progress and achievements at the Mohammed bin Rashid Al Maktoum Solar Park:

Phases	Phase 1	Phase 2	Phase 3	Phase 4	Phase 5	Phase 6	Phase 7
Status	**Completed**	**Completed**	**Completed**	**Completed**	**Completed**	**In progress**	**In progress**
Year of Completion	2013	2017	2020	2023	2023	2026	2029
Energy Generation (Installed Capacity)	13 MW	200 MW	800 MW	950 MW	900 MW	1,800 MW	2000 MW + 1,400 MW battery energy storage system (BESS)
Technologies	Photovoltaic (PV)	PV	PV	PV & CSP	PV	PV	PV and BESS (with six-hour storage)
# Solar Cells Used	152,880	2.3 million	3 million	791,560	2.2 million	3.7 million	-
Annual Emission Reduction	15,000 tonnes	214,000 tonnes	1.055 million tonnes	1.6 million tonnes	1.18 million tonnes	2.36 million tonnes	2 million tonnes
Investment	Đ82.7 million	Đ1.2 billion	Đ3.47 billion	Đ15.78 billion	Đ2.06 billion	Đ5.51 billion	-
Land Used	0.3 sq km	4.5 sq km	18 sq km	44 sq km	10.17 sq km	20 sq km	20.34 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	1,021,021

ENERGY MANAGEMENT OR DEWA PREMISES AND ASSETS

By prioritising efficiency in energy, water and material resource use, DEWA is committed to enhancing a sustainable built environment. Supporting the UAE's green economy objectives, this commitment is reflected in the adoption of national and international green building standards across all DEWA assets, its Nationally Determined Contributions (NDCs) under the Paris Agreement and its alignment with the Dubai Digital Authority's digital transformation agenda.

DEWA has implemented an organisation wide energy management system covering power generation plants, substations, administrative buildings and the vehicle fleet to strengthen operational efficiency. The expansion of this system enables improved monitoring of energy performance, improved data-driven decision-making and the identification of energy-saving opportunities, helping to contribute to both environmental performance improvements and cost efficiency. In addition, a detailed assessment of auxiliary energy consumption across DEWA's facilities – including the Jebel Ali and Al Aweer power and water production plants, as well as Phase 1 of the Mohammed bin Rashid Al Maktoum Solar Park – demonstrates DEWA's continued commitment to energy efficiency and resource conservation.



By improving energy production efficiency, reducing auxiliary power consumption and lowering carbon emissions, DEWA has delivered sustained performance gains and substantial fuel savings. Achievements recorded between 2006 and 2025 underscore DEWA's long-term commitment to operational excellence and environmental sustainability. Key milestones over this period include:

1. **Efficiency Improvement:** Overall generation efficiency increased to 49.26% in 2025 compared to 2006, demonstrating continuous enhancements in plant performance and operational practices.
2. **Reduction in auxiliary power consumption:** Auxiliary power consumption declined by 281,831 MWh in 2025, compared to the 2006 baseline.
3. **Carbon Emissions Reduction:** Emissions reduction attributable to efficiency improvements rose to a cumulative 13.10 million tonnes of CO_2 in 2025, driven by higher generation efficiency and reduced internal energy use.
4. **Fuel Savings:** Efficiency gains resulted in cumulative fuel savings of 245,676,104 million British Thermal Units (MMBtu) in 2025, compared to 2006 levels.

Collectively, these achievements support DEWA's environmental stewardship, support compliance with international sustainability frameworks and create long-term value for stakeholders through resilient, efficient and sustainable energy production.

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 savings due to efficiency improvements, in MMBTU (compared to 2006)
2021	37.41%	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	11.47	214,997,490
2025	49.26%	281,831	13.10	245,676,104

EV GREEN CHARGING STATIONS

In 2014, DEWA launched the EV Green Charger Initiative as a key enabler of sustainable mobility and a catalyst for accelerating the adoption of electric vehicles (EVs) across Dubai. Since then, the initiative has expanded in alignment with the emirate's clean energy and smart city ambitions. By the end of Q4 2025, a total of 1,864 public charging points were available across Dubai. This network comprises direct development of public charging infrastructure by DEWA (PJSC), as well as infrastructure development from third-party charge point operators (CPOs) licensed by DEWA. This expanded infrastructure has helped accommodate the rapid rise in EV adoption, which exceeded 47,500 registered vehicles by November 2025. This model supports the city's rapid growth in EV adoption and supports DEWA's efforts to achieve net zero by 2050.

The CPO framework has become a central pillar of Dubai's EV charging ecosystem, enabling third party charge point operators (independent CPOs) licensed by DEWA to deploy and operate public charging infrastructure in line with DEWA's regulation, technical and safety requirements.

Alongside its regulatory role, DEWA directly expands, upgrades and operates public EV charging infrastructure through several initiatives, including:

- **Strategic Partnerships:** agreements with Parkin PJSC, Dubai Taxi Company (DTC) and the Emirates National Oil Company (ENOC) to expand charging infrastructure at their managed and regulated locations.
- **Operation and Maintenance:** Through Etihad ESCO, DEWA oversees the operation of EV Green Chargers, managing electrical, civil and communication interfaces.

To support customers and stakeholders, DEWA also launched the Dubai EV Community Hub, an online platform centralising information on EV adoption, charging options, policies, incentives and the wider EV ecosystem.

For more details about the EV Green Charger initiative, scan the below QR code:

Regulatory Framework for Electric Vehicle Charging Infrastructure in the Emirate of Dubai and Licensing of Independent Charge Point Operators.

CLIMATE CHANGE

THE GLOBAL CHALLENGE OF CLIMATE CHANGE

Climate change represents one of the major global challenges of our time, placing significant pressure on societies and the environment. Rising temperatures, shifting weather patterns and a rise in sea levels are already affecting communities worldwide at an unprecedented scale, underscoring the need for urgent action. At DEWA, we recognise the critical importance of addressing climate change proactively to protect the future of our communities and ecosystems. We are committed to taking decisive action today to mitigate long-term risks for future generations, as the costs of inaction continue to escalate with time.

DEWA'S COMMITMENT & GOVERNANCE TOWARDS CLIMATE ACTION

As a key provider of energy and water infrastructure in Dubai, we acknowledge 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 emissions by 2050, supported 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 manages and incorporates 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. Globally, 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. At an emirate level, our initiatives drive numerous frameworks and strategies that include the Dubai Net Zero Carbon Emissions Strategy 2050 targeting 100% clean energy production, as well as 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 focusing on targeted initiatives aimed at reducing greenhouse gas emissions (GHG), 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.

DEWA'S CLIMATE CHANGE ACTIONS

SUPPLY-SIDE EFFICIENCY

DEWA drives resource efficiency through supply-side energy efficiency improvements and optimisation projects, ensuring operational excellence and reduced emissions.

GLOBAL AND LOCAL COLLABORATION

Since 2021, DEWA has actively participated in the UAE Climate Change Task Force, contributing to Conference of Parties (COP) pre-COP and COP negotiations, and leading technical discussions on the Clean Development Mechanism (CDM) and Article 6 under the Paris Agreement.

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.

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.

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.

AMBITIOUS CARBON REDUCTION TARGETS

DEWA supports the Dubai Carbon Abatement Strategy 2030 (CAS 2030) and contributes to the reduction of Dubai's GHG emissions by 30% by 2030 compared to the business-as-usual (BAU) scenario.

TECHNOLOGY AND INNOVATION

By leveraging advanced technologies such as artificial intelligence (AI), the Internet of Things (IoT) and smart grids, DEWA optimises energy use, reduces emissions and enhances operational efficiency.

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 of International Renewable Energy Certificates (i-RECs) to support decarbonisation efforts.

Through these initiatives, DEWA demonstrates leadership in addressing 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 Emission Reduction Programme, Greenhouse Gas Emissions Inventory, Climate Change Resilience Plan and offsetting programmes, as well as our 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 maintaining a secure, reliable and affordable supply of electricity and water. Since the launch of the Carbon Dioxide Emission Reduction Programme (ERP) in 2012, DEWA has implemented a structured, long-term approach to emissions abatement that analyses current 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, surpassing the targets set under the Dubai Carbon Abatement Strategy over the years.

The ERP is built on three strategic pillars: a climate change functional strategy, long-term emission reduction targets and forecasting, and a robust monitoring, review, and verification (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 Dubai's 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 and ISO 14064-1:2018, 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 that 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 carbon dioxide used in fire protection systems and Dubai's energy 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 in accordance with the requirements of 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.

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 and demonstrates commitment to comprehensive climate accountability.

The Warsan Waste Management Centre is a waste-to-energy facility designed to process approximately 5,666 tonnes of municipal solid waste (MSW) daily, converting it into 200 MW of electricity. Operating at a world-class efficiency of 34%, the facility generates reliable baseload renewable energy that is directly integrated into DEWA's power grid. It represents a critical component of Dubai's energy diversification strategy and waste management objectives.

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 transport 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.

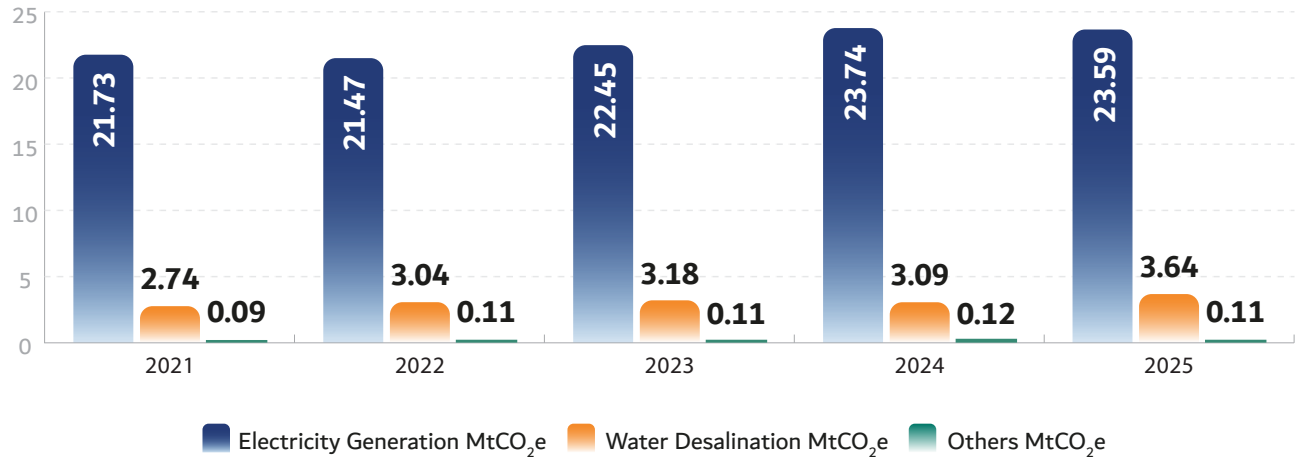
DEWA consolidates and monitors its GHG emissions using an operational control approach, quantifying them in terms of carbon dioxide equivalents. The quantification methodology multiplies GHG activity data by relevant emission factors, ensuring accuracy, completeness and transparency.

SUMMARY OF EMISSIONS

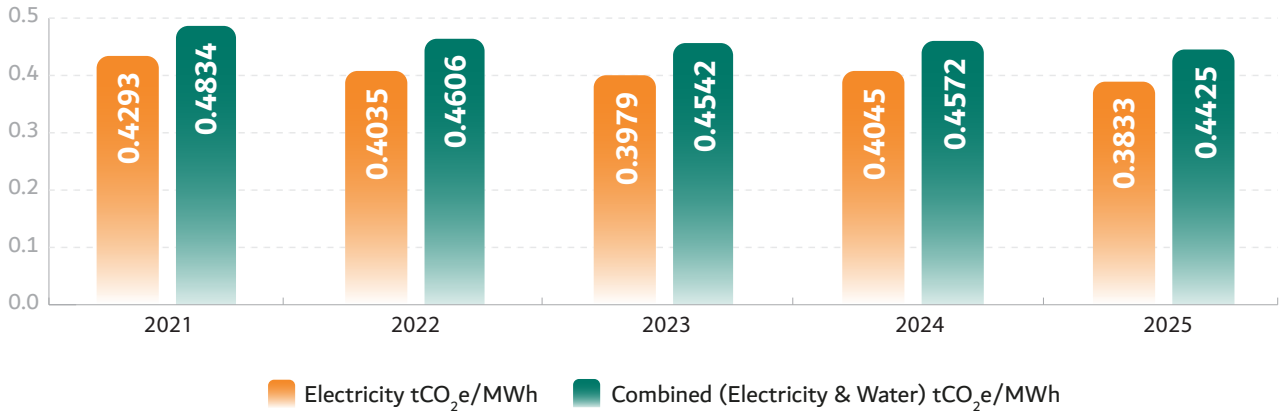
In 2025, DEWA reported the following emissions:

- **Category 1 (Direct Emissions): 27,339,560** tonnes of carbon dioxide equivalent (tCO_2e), compared to the Business as Usual (BAU) scenario of 38,066,493 tCO_2e.
- **Category 2 (Indirect Emissions): 1,991,863.48 tCO_2e** from imported electricity.
- **Category 3 (Other Indirect Emissions): 40,055.09 tCO_2e,** covering emissions from both business travel and employee commuting activities.
- **Carbon intensity based on Grid Emission Factor for Electricity:** 0.3833 tCO_2e/MWh

Emissions by Source from Category 1 $MtCO_2e$ 2021-2025



Carbon Intensity tCO_2e/MWh 2021-2025



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 2025, SO_2 emissions were recorded at 0.53 parts per million (ppm). Additionally, NO_x emissions measured across all generating units – including gas burners and boilers using various fuel types – averaged 16.89 ppm in 2025. The accompanying table illustrate the average annual emissions of NO_x and SO_2.

Emission Type	2021	2022	2023	2024	2025
Nitrogen oxide (NO_x) in ppm	17.55	17.36	16.69	16.42	16.89
Sulphur dioxide (SO_2) in ppm	0.54	0.52	0.49	0.53	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-related disruptions • **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 Clean Development Mechanism (CDM) and International Renewable Energy Certificates (i-RECs).

THE CLEAN DEVELOPMENT MECHANISM (CDM)

Carbon markets are systems that enable buying and selling of carbon credits that represent verified reductions or removals of greenhouse gas emissions. They provide a market-based mechanism for organisations, governments and individuals to compensate for their emissions by investing in projects that reduce, avoid or remove emissions elsewhere.

Certified Emission Reductions (CERs) are a type of carbon credit generated from projects that reduce greenhouse gas emissions, such as renewable energy or energy efficiency initiatives, which are registered under the Clean Development Mechanism (CDM) of the United Nations Framework Convention on Climate Change (UNFCCC). In carbon markets, one carbon credit typically represents the reduction or avoidance of one tonne of carbon dioxide equivalent (tCO_2e) and can be used for compliance or voluntary offsetting purposes, depending on the market framework.

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: the 13 MW first phase and the 200 MW 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 2025.

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 represent verified records of electricity generated by a registered renewable energy production device and recorded in the i-REC Registry. These certificates are decoupled from physical electricity and can be sold or traded separately, with one i-REC equivalent to one MWh of renewable electricity produced. They are particularly useful to companies with global operations seeking to meet renewable energy targets for strategic 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 the Dubai Economic Agenda D33, which aims to propel the emirate's economic growth and solidify its position among the top global cities, DEWA launched the 'Procedure for Preferential Allocation of i-RECs to Eligible Companies' under the Dubai D33 Industry Friendly Policy in 2024. The procedure will give allocation priority to eligible D33 companies making i-RECs purchases as an incentive to achieve a cleaner energy mix and accelerate Dubai's sustainability ambitions.

WATER & EFFLUENT

SUSTAINABILITY OF WATER PRODUCTION

Driven by Dubai's continued growth and the corresponding rise in water demand, DEWA remains firmly committed to ensuring a reliable and sustainable supply of desalinated water to meet customer needs. As of 2025, the total installed desalinated water production capacity reached 495 million imperial gallons per day (MIGD).

In line with DEWA's strategic objective to decouple power generation from water desalination, all future water production capacity expansions will be based on seawater reverse-osmosis (SWRO) technology powered by renewable energy sources. This approach supports enhanced energy efficiency and reduces environmental impact across water production operations.

By the end of 2025, the total number of water customer accounts increased to 1,156,463, which represents an increase of 4.82% compared to 2024 and reflects Dubai's continued population and economic growth. During 2025, DEWA produced a total of 158,359 million imperial gallons (MIG) of desalinated water, while maintaining the installed production capacity at 495 MIGD.

Peak daily water demand reached 487 MIG on 25 August 2025, representing an increase of 7% compared to 2024. Average daily water demand also rose to 442.478 MIGD in 2025, up from 413.865 MIGD in 2024, marking a year-on-year growth of 6.91%. Additionally, the peak monthly average water demand recorded in August 2025 reached 476.78 MIGD, an increase of 7.2% compared to the previous year.

DEWA Installed Desalination Capacity and Annual Water Production (2021–2025)

Year	Installed Capacity (MIGD)	Total Water Production (MIG)
2021	490	126,147
2022	490	136,254
2023	495	143,309
2024	495	150,478
2025	**495**	**158,359**

In August 2025, the peak monthly average water demand was recorded, reaching 477 MIGD, representing a year-on-year increase 7.2% compared to the same period in 2024.

DEWA maintains an installed groundwater well capacity of approximately 43.53 MIGD for emergency and contingency purposes. In 2025, the total groundwater production from these wells amounted to 421.77 million imperial gallons (MIG), with an average daily production of 1.155 MIGD. This controlled level of production ensures the wells remain fully operational and ready for emergencies. Groundwater production is closely monitored through meters installed at each well to maintain efficiency, reliability and operational integrity.

During 2025 the total volume of water withdrawn from seawater sources reached 6,372.86 million cubic metres. In addition, water withdrawn from DEWA's groundwater wells totaled 421.77 MIG (equivalent to 1,917 megalitres). This groundwater is classified as "Other Water", as the average Total Dissolved Solids (TDS) concentration exceeds 1,000 mg/L, with an average level of approximately 1,500 mg/L.

Underground wells installed capacity

WATER DATA	
Year	**Installed Capacity** (Underground Wells) **MIGD**
2021	35
2022	35.56
2023	35.56
2024	35.56
2025	**43.53**

DEWA's Jebel Ali Power and Desalination Complex has been officially recognised by Guinness World Records in 2022 as the world's largest water desalination facility, with a production capacity of 490 million imperial gallons per day (MIGD), equivalent to 2,227,587 cubic metres per day.

Additionally, all potable water produced, transmitted and distributed by DEWA fully complies with the requirements of the latest drinking water quality guidelines issued by the World Health Organization (WHO), ensuring the highest standards of public health and safety.

DEWA JEBEL ALI POWER STATION POTABLE WATER SPECIFICATION

Sl. No.	Particulars of Analysis	WHO Guideline Value (Max)	DEWA-JAPS JAPS Specification	DEWA-JAPS Typical Figure
1	pH value at 25°C	6.5 ~ 8.5	7.90 - 8.50	8.21
2	Conductivity	-	200 - 900	462
3	Total Dissolved Solids	1000	100 - 450	254
4	Chlorine Dioxide	-	0.40 - 0.45	0.43
5	Turbidity	-	< 5.0	0.68
6	M-Alkalinity	-	25 - 65	49.1
7	Carbonate	-	0 - 10	1.5
8	Bicarbonate	-	30 - 80	58.1
9	Total Hardness	500	40 - 120	60.7
10	Calcium Hardness	-	25 - 65	39.7
11	Calcium	-	10 - 26	15.9
12	Magnesium	-	2 - 20	5.1
13	Chloride	250	25 - 250	101.8
14	Sulphate	250	2 - 35	10.4
15	Free Carbon dioxide	-	≤ 1.5	0.41
16	Fluoride	1.5	≤ 1.5	<0.05
17	Chromium	0.05	< 0.05	<0.0020
18	Iron	-	≤ 0.3	0.0130
19	Copper	2	≤ 1.0	0.0340
20	Nickel	0.07	≤ 0.07	0.0110
21	Cadmium	0.003	≤ 0.003	<0.0020
22	Mercury	0.006	≤ 0.006	<0.0020
23	Sodium	200	10 - 200	61.90
24	Lead	0.01	≤ 0.01	<0.0020
25	Boron	2.4	≤ 2.4	0.3176
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	0.0027
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	0.2195
38	Chlorate	0.7	≤ 0.7	0.1646
39	TTHMs (Concentration ratio)	1	≤ 1.0	0.1242
a)	Chloroform	0.3	≤ 0.3	<0.001
b)	Bromoform	0.1	≤ 0.1	0.012
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	8.05
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

DEWA'S STRATEGIC WATER PROJECTS

Water security is a national priority for the UAE. The UAE Water Security Strategy 2036 aims to ensure sustainable access to water under both normal and emergency conditions, while proactively addressing the long-term water security challenges. In alignment with this national agenda, DEWA continues to make significant investments in water infrastructure and strategic projects, identifying water production and supply as one of its core businesses and fundamental responsibilities.

HYDROELECTRIC POWER PLANT IN HATTA

DEWA announced that its pioneering pumped-storage hydroelectric power plant in Hatta is 99.8% complete. The hydroelectric plant, designed as an advanced energy storage facility achieves a high turnaround efficiency of 78.9%. The system harnesses the potential energy of the water stored in the upper dam, which is converted into kinetic energy as water flows through a 1.2-kilometre underground tunnel to drive turbines. For energy storage, clean electricity generated by the Mohammed bin Rashid Al Maktoum Solar Park is used to pump water back to the upper dam, converting electrical energy into stored potential energy.

The facility will have a generation capacity of 250 MW and an energy storage capacity of 1,500 MWh, with an operational lifespan of up to 80 years. As the first project of its kind in the Arabian Gulf region, the plant represents an investment of Đ1.421 billion and the plant is currently under operational reliability verification, expecting to be completed by the end of first quarter of 2026.

This project supports DEWA's vision for sustainable development in Hatta, in addition to contributing to the creation of innovative job opportunities for Emiratis and aligning with the Dubai Clean Energy Strategy and the Dubai Net Zero Carbon Emissions Strategy 2050.

PROGRESS OF THE HATTA MASTER DEVELOPMENT PLAN

Further to the Hydroelectic power plant, DEWA has invested in a series of initiatives in the area that support the Hatta Master Development Plan. These initiatives focus on enhancing quality of life, improving services and advancing socio-economic development in Hatta, in alignment with Dubai Vision 2030, the Dubai Economic Agenda D33 and the Dubai Social Agenda 33.

Through the Hatta Sustainable Waterfalls project, DEWA reinforced Hatta's position as a sustainable tourism destination through integrated energy, culture, and urban development initiatives. The transformed clean-energy infrastructure into a visitor attraction and features the world's largest mosaic mural, recognised by Guinness World Records, honouring the UAE's Founding Fathers in collaboration with Brand Dubai.

In addition, DEWA's mosque in Hatta consolidates Dubai's excellence and leadership in sustainable urban development and the creation of urban environments designed to meet the challenges of the future. Al Rayan Mosque represents a global model for sustainable and inclusive design, achieving multiple world-first LEED certifications (Platinum, Zero Energy, and Zero Carbon). The mosque generates over 150% of its energy needs from solar power, exports surplus electricity to the grid, and incorporates advanced air quality systems. Al Rayan Mosque, which can accommodate more than 600 worshippers, has facilities for People of Determination, an EV Green Charger station and a water treatment unit for irrigation and cleaning.

UNVEILING OF THE HATTA SUSTAINABLE WATERFALLS

DEWA inaugurated the Hatta Sustainable Waterfalls project, which features a landmark waterfall at Hatta Dam alongside the world's largest mosaic panel. Officially recognised by Guinness World Records, the mosaic covers an area of 2,200 square metres and is composed of 1.2 million pieces of natural marble, paying tribute to the UAE's Founding Fathers.

Implemented by DEWA, the project aims to promote tourism and investment in the region while supporting local economic development by providing retail and food and beverage outlets free of charge to Emirati citizens.

WATER RESERVOIRS

DEWA continues to strengthen Dubai's water security through the development and commissioning of major water reservoirs in Hassyan, Lusaily and Enkhali, as part of its strategy to enhance the efficiency, reliability and resilience of its water network. The 120-million-gallon Hassyan reservoir, which is 82% complete and scheduled for completion in the second quarter of 2026 at a cost of Đ290 million, complements the newly commissioned Đ157.4 million 60 MIG reservoir in Lusaily and the Đ287.8 million 120 MIG reservoir in Enkhali. These projects – alongside reservoirs in Hatta – increase water flow, expand strategic reserves and support Dubai's growing economic and social development needs, while adhering to the highest international design and construction standards.

Furthermore, DEWA is progressing a strategic aquifer storage project designed to store 6 billion gallons of water, enabling retrieval when required. This initiative will establish a strategic emergency reserve capable of supplying 50 MIG of desalinated water per day for up to 90 days, while ensuring that the stored water remains protected from external influences and maintains its quality over time.

DEWA'S SMART METERING

DEWA has achieved full installation of smart water meters across Dubai, reaching 100% coverage, as it supports the growing demand for water services. By the end of December 2025, DEWA had installed a total of 1,159,933 smart water meters, all of which adhere to the highest international technical and quality standards.

DEWA's ongoing development of its smart grid and advanced smart metering infrastructure has enhanced operational efficiency and permitted the management of facilities and services through

fully integrated digital systems. By leveraging disruptive Fourth Industrial Revolution technologies, these initiatives have generated measurable efficiency gains, delivered additional savings for DEWA and its stakeholders and contributed to increased customer happiness.

DEWA is firmly committed to supporting the Dubai Economic Agenda D33 and strengthening leadership, sustainability and growth through innovation and future-oriented technological applications. These efforts enhance Dubai's competitiveness and highlight its position as a leading global hub for the digital economy. DEWA's investments in advanced systems and innovative water-sector solutions have contributed to reducing water losses from 7.1% at the beginning of 2017 to 4.4% by the end of 2025. This improvement resulted in water savings of 36.1 billion gallons, equivalent to approximately Đ1.4 billion. DEWA places particular strategic importance on smart meters, which form the backbone of its smart grid infrastructure.

DEWA manages smart meter data through a secure, integrated, resilient and fully automated digital infrastructure. The automation of meter readings enables customers to receive real-time information on their consumption patterns and to proactively manage, monitor and control their water use digitally anytime and anywhere. This also allows customers to promptly identify and repair water leaks, thereby reducing waste, conserving natural resources, advancing net-zero and sustainable development objectives, and supporting stakeholder happiness. DEWA's Smart Meters Analysis and Diagnosis Centre remotely monitors all smart meters at 15-minute intervals.

In 2025, DEWA deployed its fully automated Hydro Insight system – developed internally using the latest technologies and recognised as a world first for a water utility – enabling the monitoring of all smart meters and the detection of anomalies within just one hour. This system improved the availability of meter readings to 99.54%, with 1,122,109 water meters remotely billed through SAP. DEWA's Advanced Metering Infrastructure (AMI) has enhanced meter-reading reliability, billing accuracy and customer happiness, while also contributing to the reduction of unaccounted-for water.

Over the past six years, DEWA's state-of-the-art smart meter infrastructure supported the detection of more than 66,004-meter defects and 14,168-meter overload cases. Through smart meters, the High-Water Usage Alert service, a part of the Smart Living initiative, assists customers in detecting leaks in internal water connections downstream of the meter. When abnormal increases in consumption are identified, the system automatically sends instant notifications prompting customers to inspect their internal plumbing and repair any leaks. This service has contributed to the detection of 3.7 million water leaks at customer premises and has enabled environmental savings totalling 65 billion cubic meters of water.

Transmission Breakage Response and Isolation Performance

Data Point	2024	2025
Average Time for Response + Isolation (Minutes) for Transmission Breakages	14.05 min	15.42 min
Response + Isolation Time for Transmission Breakages (40 Minutes)	100%	100%

MINIMISATION OF WATER LOSS

DEWA faces ongoing challenges related to water losses resulting from pipeline breakages and leaks. These incidents are often driven by factors such as network expansion, ageing pipeline infrastructure and the effects of extreme weather conditions. In addition, response efforts are frequently complicated by delays in gaining access to affected sites in order to isolate damaged pipeline sections, particularly within Dubai's high traffic.

To mitigate these challenges, DEWA has implemented a Supervisory Control and Data Acquisition (SCADA) system for its water network, enabling real-time remote monitoring and operational control of pipelines. Through this system, trained operators can immediately identify emergency situations by tracking anomalies in pressure levels and flow transmitter readings. The system also facilitates the remote isolation of damaged pipeline segments through the operation of motorised valves, thereby significantly reducing emergency response and isolation times.

As part of this initiative, DEWA established a set of key performance indicators (KPIs) to assess the effectiveness of the system. These include metrics

related to emergency response and isolation times, as well as the proportion of the water network that can be isolated remotely. The use of water-focused SCADA technology has strengthened operational efficiency, improved network resilience and contributed to the minimisation of water losses across DEWA's distribution system.

WATER SECURITY AND STORAGE

In alignment 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 water reservoirs with a combined storage capacity of 30 million imperial gallons (MIG) of desalinated water, at a total investment cost of Đ86 million. Furthermore, DEWA is progressing a strategic aquifer storage project designed to store six billion gallons of water, enabling retrieval when required. This initiative will establish a strategic emergency reserve capable of supplying 50 MIG of desalinated water per day for up to 90 days, while ensuring that the stored water remains protected from external influences and maintains its quality over time.

The project has been developed to strengthen the efficiency and reliability of Dubai's water network, optimise water flow to meet rising demand and expand the emirate's total water storage capacity to 1,061.30 MIG. These efforts support the fulfilment of both current and future water needs and contribute to comprehensive sustainable development across Dubai.

The table below illustrates the change in water storage capacity in 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)
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
2025	808.221	836.785	28.564

WATER NETWORK SAVINGS

DEWA's investments in advanced systems and innovative solutions across the water sector contributed to cumulative water savings of 39.9 billion gallons between 2013 and the end of 2025, equivalent to approximately Đ1.71 billion. In addition, by proactively notifying customers of internal water leaks within their premises, since 2018 DEWA helped avoid the loss of more than 65.86 billion cubic meters of water, generating savings for consumers estimated at about Đ796.8 million.

To support the monitoring and control of its water network, DEWA utilise comprehensive digital systems and technologies. These include the SCADA Centre, the Smart Grid, the HydroNet project, the Water Smart Distribution Management System (SDMS), Smart Ball technology, pressure management systems and district metered areas to identify zones affected by leaks. DEWA also applies automation and digital transformation solutions, in addition to advanced acoustic technologies – such as noise loggers, ground microphones, correlators and hydrophones, and helium gas detection technology – to identify leaks within water distribution pipelines.

DEWA continues to develop innovative solutions and operational practices to enhance the efficiency and reliability of electricity and water networks to meet Dubai's increasing demand. These efforts help to strengthen Dubai's social and economic development, and support long-term sustainability.

DEWA started operating its Meters Diagnostic Centre (MDC), enabling the remote monitoring and automated reading of 1,126,658 smart meters at 15-minute intervals. This capability contributed to improving billing accuracy to 99.54 %. By the end of 2025, the total number of water accounts stood at 1,156,463, compared to 1,103,245 at the end of 2024, representing an increase of 4.76%.

WASTEWATER DISCHARGE

DEWA integrates environmental protection measures into its

operational framework through the implementation of procedures aligned with the environmental regulations issued by Dubai Municipality. In managing wastewater generated from the Jebel Ali Power and Desalination Stations Complex, DEWA applies comprehensive procedures to ensure that all discharged water meets applicable regulatory standards and does not result in adverse effects on the surrounding marine and coastal ecosystems.

DEWA carries out regular ecological monitoring and assessments. These include the evaluation of phytoplankton, zooplankton and macrobenthos concentrations on a quarterly basis. In addition, detailed environmental assessments are conducted every two months by specialised and accredited environmental service providers at designated monitoring locations situated 0.5km and 2km from the discharge outlets at the D, K and L stations. These monitoring activities enable DEWA to track potential environmental effects, ensure regulatory compliance and support the protection of local marine biodiversity.

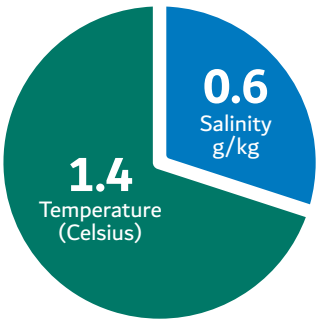
Type of effluent	Total volume (m3) discharge				
	2021	2022	2023	2024	2025
Processed water from power plant	1,654,577,150	1,698,174,459	1,744,355,921	1,646,907,036	1,732,070,318
Processed water from Desal plant	3,540,695,341	3,777,922,079	3,822,486,281	4,093,431,368	3,931,893,848
Water treatment plant effluent	74,831	61,298	71,562	107,770	80,080
Treated sewage water (to land)	0	0	0	0	0
Treated sewage water (to sea)	15,814	40,673.00	33,173	24,140	21,849
Total treated sewage water	15,814	40,673.00	33,173	24,140	21,849

Total Water discharge in 2025 is 5,664,066,095 m³ (equivalent to 5,664,066 megaliters)

Particulars sample	Salinity difference between seawater at 500 m & 2,000 m (g/Kg) mixing zone and ambient seawater				
	2021	2022	2023	2024	2025
D-I station	0.5	0.6	0.5	0.4	0.6
D-II station	0.6	0.7	0.4	0.6	0.4
E station	0.6	0.6	0.6	0.7	0.4
G station	0.7	0.8	0.6	0.3	0.8
K station	0.4	0.7	0.3	0.1	0.4
K-SWRO	-	0.5	-0.1	0.6	0.4
L station	0.9	0.8	0.7	0.4	0.8
M station	0.9	0.9	1	0.3	0.7
Average	0.7	0.7	0.5	0.4	0.6

Particulars sample	Temperature difference between the seawater at 500 M & 2000 M (°C) mixing zone and ambient seawater				
	2021	2022	2023	2024	2025
D-I station	0.9	1.8	1.1	1	1.3
D-II station	1.3	1.8	1.5	1.6	1.1
E station	1.3	1.3	1.1	1.6	1
G station	1.5	1.5	1.1	1.2	2
K station	1.1	1.3	0.8	1	1.2
K-SWRO	-	1.1	1	1.2	1.2
L station	1.6	1.3	1.8	1.1	1.7
M station	1.6	1.7	2	1.6	2
Average	1.3	1.5	1.3	1.3	1.4

The average temperature and salinity difference between seawater at the mixing zone and ambient seawater 2025:



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 the environmental effects of its operations.

The following measures are aligned with the above disclosure, demonstrating how DEWA helps to address this critical global biodiversity crisis while fulfilling its strategic objectives, supporting the UAE's efforts to fulfil the Sustainable Development Goals (SDGs) 2030.

DEWA acknowledges the critical importance of protecting biodiversity and preserving the essential services provided by natural ecosystems. It has established a comprehensive approach for the implementation of mitigation measures designed to minimise the environmental effects of its operations.

The measures outlined below are aligned with this commitment and demonstrate DEWA's role in addressing the global biodiversity challenge, while advancing its strategic objectives and supporting the UAE's efforts to achieve 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 that reads: *"Providing Biodiversity Action Plans (BAPs) in all of its projects to provide stringent mitigation measures in order to ensure preservation of natural habitats".*
- **Biodiversity Action Plans (BAPs):** As part of its implementation approach, DEWA integrates BAPs into project execution by defining stringent mitigation measures aimed at preserving natural habitats, minimising the depletion of natural resources and protecting flora and fauna. DEWA adopts a proactive approach by identifying biodiversity priority areas and avoiding operations in regions with the highest biodiversity value. For example, at Hatta Pumped-Storage Hydroelectric Power Plant, biodiversity and archaeological aspects are effectively managed through continuous monitoring and assessment as the project is within a RAMSAR protection zone. Moreover, the site was also assessed and confirmed through the fulfilment of criteria 2.09 on biodiversity management and enhancement in a 2025 British Safety Council Five Star Environmental and Sustainability (FSES) audit report.

- **Environmental Engagement Activities at Jebel Ali Marine Sanctuary (JAMS):** In recognition of the importance of mangrove ecosystems to biodiversity conservation, DEWA, in cooperation with the Emirates Marine Environmental Group (EMEG) and the Dubai Environment and Climate Change Authority (DECCA), organised a total of 11 mangrove planting and beach clean-up events between February 2023 and December 2025. These initiatives engaged approximately 1,900 participants, including DEWA employees and their families, employees from some of DEWA's subsidiaries, and students from the DEWA Academy, all contributing to the preservation of natural resources. In this period, participants accumulated a total of 4,104 volunteering hours, planted 13,950 mangrove trees, collected 3,546kg of waste (mostly plastic), and removed eight tonnes of algae from the reserve's shoreline. In 2025, the employee happiness rate associated with participation in these events reached 95%. The initiative supports national efforts to enhance the sustainability of mangrove forests and contributes to the UAE's objective of planting 100 million mangrove trees by 2030.
- **Ecological Assessment:** DEWA ensures that discharged water complies with prescribed standards and does not adversely affect the surrounding ecosystem. As part of this measure, bimonthly and quarterly ecological assessments (phytoplankton / zooplankton and macrobenthos, respectively) are carried out at distances of 300 metres and 2km away from the discharge points by a specialist environmental service provider.

DEWA'S WASTE MANAGEMENT

DEWA has implemented a comprehensive, state-of-the-art waste management programme that aligns with the best national and international practices. The programme systematically addresses the segregation, handling, storage and disposal of all waste streams, including hazardous, non-hazardous and general waste. Appropriate management and treatment methods are applied to ensure full compliance with applicable local and federal regulatory requirements, as well as DEWA's internal policies, procedures and governance frameworks.

In recognition of the critical role of effective waste management across its operations, DEWA has established a robust and structured system that accommodates the diverse operational scopes and functional practices of its various divisions. While specific waste management approaches are tailored to meet distinct operational requirements, they are guided by a unified strategic objective to consistently monitor, control and minimise waste generation. This integrated approach supports continual improvement, regulatory compliance and the organisation's broader environmental sustainability commitments.

OPERATIONAL WASTE MANAGEMENT

In 2025, DEWA managed the transport of its general waste to municipal disposal facilities in collaboration with Dubai Municipality. For the management of hazardous waste, DEWA collaborates with certified third-party service companies to ensure the safe collection, storage, transport and disposal of hazardous materials, in full compliance with local, federal and international regulatory standards.

CIRCULAR ECONOMY ADOPTION

In line with the UAE Circular Economy Policy 2021-2031 and DEWA's Circular Economy Strategy and Framework, DEWA adopts circular economy practices that enhance resource efficiency, minimise waste, optimise asset lifecycle and retain value across its operations. These practices are implemented through sustainable resource management guided by the 5R principles: Reduce, Reuse, Refuse, Recover and Recycle. This approach underpins DEWA's long-term commitment to responsible resource use, contributing to landfill diversion, conservation of natural resources and the promotion of waste minimisation.

SUSTAINABLE PRACTICES AND REVENUE GENERATION

DEWA's commitment to sustainability also encompasses the monetisation of scrap and recyclable materials. In 2025, the organisation generated Đ89.74 million in income from the sale of scrap waste and waste oil, in addition to Đ58,556 from the recycling of paper waste, plastic bottles and cans.

The table below presents a detailed breakdown of hazardous and non-hazardous waste generated during the reporting period, along with the corresponding disposal methods applied.

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Waste	Unit	Year			
		2022	2023	2024	2025
General waste	**Tonnes**	5,297.68	3,089.70	5,773.27	**5,735.40**
Hazardous waste	**Tonnes**	418.337	338.35	375.44	**292.44**
Wooden packing reused	**Cubic feet**	9,278	4,739	5,530.00	**4,822.54**
Wastewater recovered	**MIG**	285.13	293.86	314.55	**334.70**
Waste oil recovered for use	**Litres**	15,911	8,182.80	3,636.80	**8,800.00**
Recycled wastepaper	**Tonnes**	118.87	137.05	152.78	**224.02**
Spill pallet made of IBC drum	**No.**	150	248	240	**240.00**
Revenue from scrap/ waste materials sold – Consolidated	Đ	103,118,000	104,177,000	64,693,000	**89,735,000**

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.

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 23 from this report.

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.

A WORLD-CLASS WORKFORCE

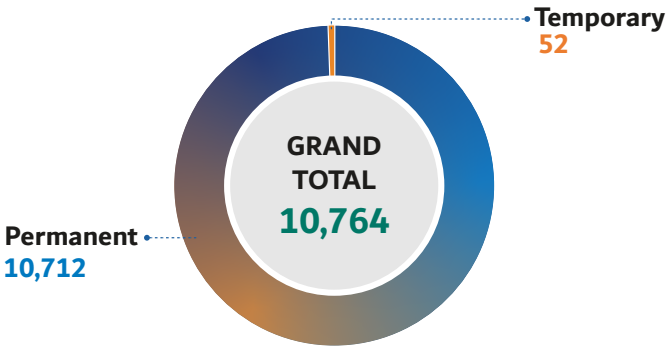
DEWA's workforce reflects a commitment to diversity, integrating UAE nationals and expatriates across all genders, cultures and educational backgrounds. The organisation prioritises the recruitment and development of local talent, resulting in a significant representation of UAE nationals within its workforce.

Comprising skilled professionals such as engineers, technicians and specialists, DEWA's team is equipped to deliver reliable electricity and water services. As of 2025, the organisation employed 10,712 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 2025	146
Number of newly hired employees (middle management positions)	25
Number of newly hired employees (non-supervisory positions)	288
Number of newly hired employees (Others positions)	109
DEWA's total number of employees in 2025	10,712
% of females (based on the total number of employees)	18.04%
% of males (based on the total number of employees)	81.96%

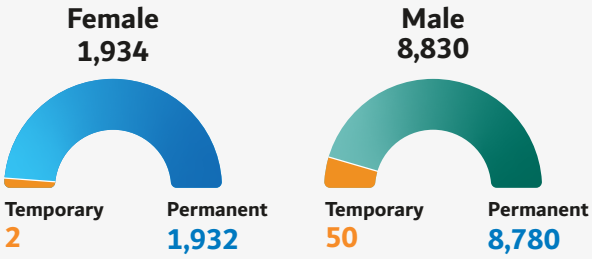
DEWA nurtures a culture that motivates employees to integrate innovation and excellence into their work, fostering sustainable long-term growth. The organisation ensures equal opportunities for all employees, regardless of gender, race, nationality, age or creed, in accordance with UAE government policies and regulations. Importantly, **there were no documented instances of discrimination during the reporting period in 2025.**

Total Number of Employees



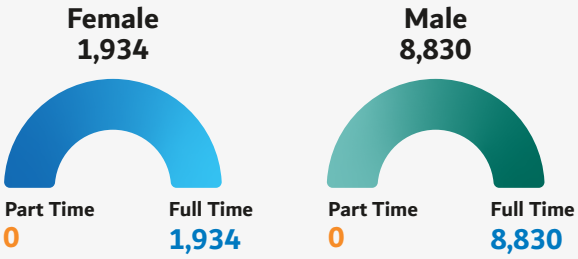
*DEWA doesn't have any non-guaranteed hours employees

Permanent & temporary employees breakdown by gender



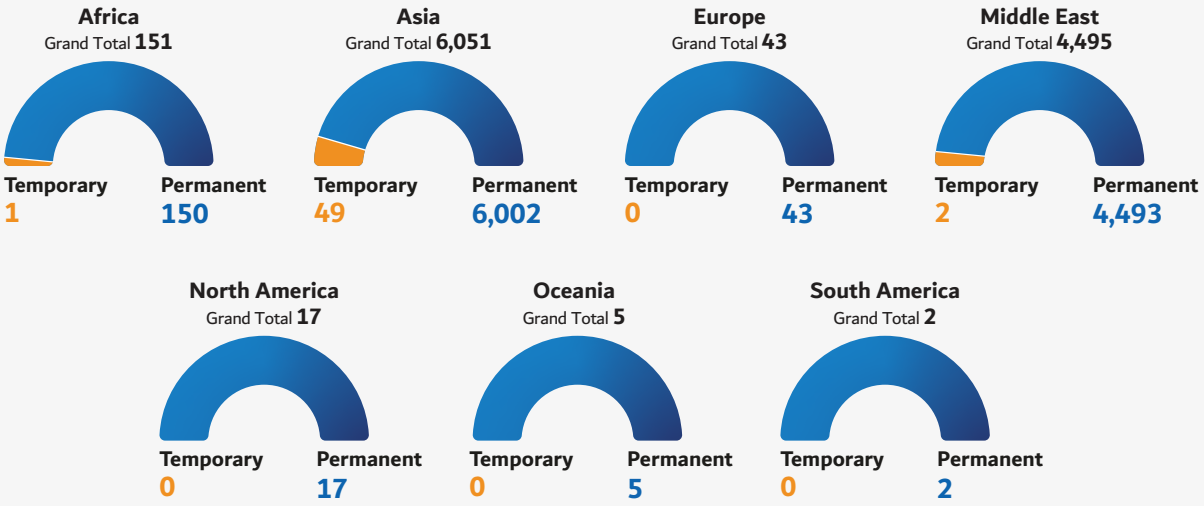
Total 10,764

Full-time and part-time employees breakdown by gender



Total 10,764

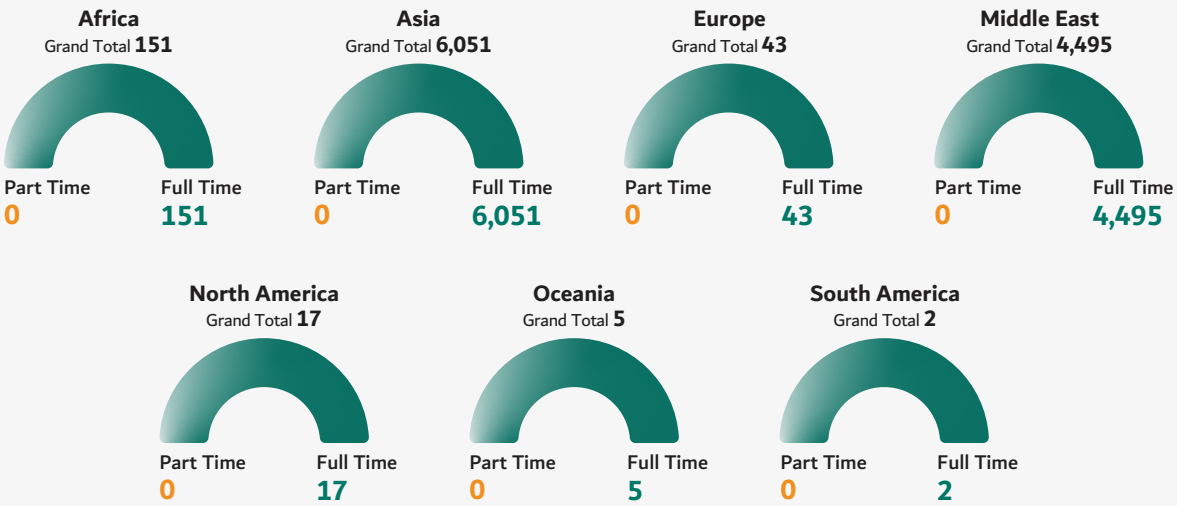
Permanent & temporary employees: breakdown by region



Total Permanent **10,712**

Total Temporary **52**

Full-time and part-time employees: breakdown by region



Total Full Time **10,764**

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	2021	2022	2023	2024	2025
Female	57	43	41	35	34
Male	231	155	272	276	388
Total	**288**	**198**	**313**	**311**	**422**

Region	2021	2022	2023	2024	2025
Africa	6	10	27	39	11
Asia	279	186	281	270	408
Europe	3	1	2	0	1
North America	0	1	1	1	1
South America	0	0	1	1	0
Australia	0	0	1	0	0
Oceania	0	0	0	0	1
Total	**288**	**198**	**313**	**311**	**422**

Age Group	2021	2022	2023	2024	2025
18-29	218	113	177	153	183
30-39	57	67	106	116	169
40-49	10	15	25	39	65
50-59	3	3	5	3	4
60-69	0	0	0	0	1
70-79	0	0	0	0	0
Total	**288**	**198**	**313**	**311**	**422**

Total number of employee turnover

By Gender

	2021	2022	2023	2024	2025
Male	211	244	232	198	221
Female	33	36	36	25	30

By Age

	2021	2022	2023	2024	2025
Under 30	15	17	24	15	28
30-50	203	240	224	186	202
Over 50	26	23	20	22	21

By Region

	2021	2022	2023	2024	2025
Africa	19	27	19	15	21
Asia	181	204	182	149	130
Australia	0	0	0	1	0
Europe	3	3	3	2	0
North America	1	0	2	1	0
Middle East	40	46	62	55	100
Total	**244**	**280**	**268**	**223**	**251**

Percentage of employees eligible to retire in the next five years by category and region

Retirement 5 Years

Continent	Engineers	Operators	Linesmen	Mechanics	Others	Total
Africa	6 0.5%	1 0.1%	0 0.0%	0 0.0%	19 1.6%	26 2.1%
Asia	206 17.0%	86 7.1%	6 0.5%	50 4.1%	593 48.8%	941 77.5%
Europe	0 0.0%	0 0.0%	0 0.0%	0 0.0%	18 1.5%	18 1.5%
Middle East	14 1.2%	3 0.2%	0 0.0%	1 0.1%	204 16.8%	222 18.3%
South America	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
North America	1 0.1%	0 0.0%	0 0.0%	0 0.0%	5 0.4%	6 0.5%
Oceania	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 0.1%	1 0.1%
Grand Total	**227** **18.7%**	**90** **7.4%**	**6** **0.5%**	**51** **4.2%**	**840** **69.2%**	**1,214** **100%**

The total number of employees eligible to retire in the next five years by category and region is 1,214

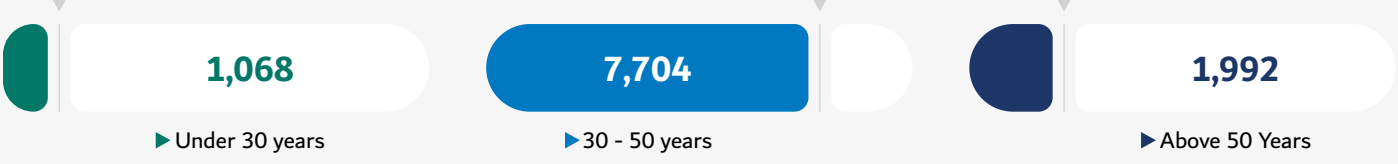
Percentage of employees eligible to retire in the next 10 years by category and region

Retirement 10 Years

Continent	Engineers	Operators	Linesmen	Mechanics	Others	Total
Africa	12 0.5%	3 0.1%	0 0.0%	0 0.0%	35 1.4%	50 2%
Asia	440 17.0%	164 6.3%	11 0.4%	108 4.2%	1,234 47.6%	1,957 75.5%
Europe	0 0.0%	0 0.0%	0 0.0%	0 0.0%	24 0.9%	24 0.9%
Middle East	41 1.6%	10 0.4%	0 0.0%	2 0.1%	496 19.1%	549 21.2%
South America	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
North America	1 0.04%	0 0.0%	0 0.0%	0 0.0%	8 0.3%	9 0.3%
Oceania	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 0.1%	2 0.1%
Grand Total	**494** **19.07%**	**177** **6.83%**	**11** **0.42%**	**110** **4.25%**	**1,799** **69.43%**	**2,591** **100%**

The total number of employees eligible to retire in the next 10 years by category and region is 2,591

Age Groups: under 30 years old, 30-50 years old, over 50 years old



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, job-specific 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 exams, 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 & repatriation tickets
10. Disability and invalidity coverage
11. Residence visa costs for employees & family
12. Salary advance for new joiners
13. Life insurance is voluntary at DEWA, and employees may enrol in the scheme at their discretion
14. Golden visa for deserving and entitled employees
15. Damj initiative, which provides financial and educational support to DEWA Employees of Determination or those who have Children of Determination

EMPLOYEE PARENTAL LEAVE AND RESUMED DUTY, 2025

Parental Leave

Employee Parental Leave & Resumed Duty

Leave Type	Entitled to Parental Leave	Took Parental Leave	Returned to work	Returned to work Rate	Retained Employees	Retention Rate**
Maternity Leave	1,214	182	111	100%	150	98.68%
Paternity Leave	7,052	293	293	100%	324	95.58%
Total	**8,266**	**475**	**404**		**474**	

*Male employees returning to work immediately from 1 January, 2025 to 31 December, 2025 – 100%

**Female employees returning to work immediately from 1 October 2024 – to 30 September 2025 – 100%

***Out of 152 female employees of 2024, 150 female employees are retained after 12 months (98.68%)

****Out of 339 male employees of 2024, 324 employees are retained after 12 months (95.58%)

*****475 employees have used parental leave as of 2025

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, treat all employees professionally, respectfully and without discrimination, and provide 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. In addition, DEWA has a grievances and complaints regulation, along with a dedicated mechanism and systems for our employees, including those seconded or deputed to DEWA, allowing them to raise any concerns or complaints from their end. The organisation is keen to enhance happiness, positivity, quality of life and flexibility in the work environment. It also seeks to enhance the elements of sustainable success, competitiveness and excellence to achieve indicators of leadership in the human resources sector and raise overall employee happiness indicators.

DEWA adopted a Policy for Valuing and Managing HR Diversity that positively impacts 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 skill enhancement. As a world-class workplace, DEWA rewards its employees fairly and generously based on their performance.

For more information on DEWA's Policy for Valuing and Managing HR Diversity please scan the below QR code:

SECURITY PRACTICES

DEWA adheres to international human rights principles and integrates these into its governance, risk management and compliance framework. The organisation maintains a strong internal control environment that promotes ethical and sustainable practices, aligning with UAE laws and international best practices.

Corporate Security is governed by DEWA's overarching policies on ethics, compliance and good governance. These policies outline expected conduct, reporting and escalation mechanisms, and accountability structures related to human rights, stakeholder engagement and coordination with the competent authorities, in line with the preventive role of security.

	Target	Actual
Percentage of security personnel who received formal training in the organisation's human rights policies or specific procedures and their application to security.	95%	**95%**
Applicability training requirements to third-party organisations providing security personnel.	95%	**95%**

Corporate Security confirms that human rights training requirement is applicable to third-party security providers as part of our compliance expectations and onboarding monitoring controls.

CUSTOMER PRIVACY

DEWA applies a comprehensive management approach to customer data privacy aligned with UAE regulations and international standards, ensuring responsible processing, storage and safeguarding of customer information across all channels. DEWA ensures that customer data is collected and used only for legitimate and defined purposes, in addition to it being processed transparently and protected through appropriate technical and organisational security measures.

POLICIES & COMMITMENTS

DEWA's customer privacy policies and commitments are supported by internationally recognised ISO standards and are implemented in

accordance with the Information Security Regulation (ISR) guidelines established by Dubai Electronic Security Center (DESC). The same ensures customer trust and confidence in DEWA concerning the protection of their personal data and its alignment with UAE Federal Decree Law No. 45 and global best practices:

- **ISO/IEC 27001:2022 – Information Security Management Systems (ISMS)**

  Guides implementation of robust information security controls across IT systems.

- **ISO/IEC TR 24028:2020 – Trustworthiness in Artificial Intelligence**

  Supports secure, ethical and accountable use of AI in data processing and analytics.

- **ISO/IEC 27014:2020 – Governance of Information Security**

  Provides a governance framework to oversee and ensure compliance with information security policies.

ROLES & RESPONSIBILITIES

DEWA's information security workforce team is responsible for maintaining Information Security Management System (ISMS) and Privacy Information Management System (PIMS) controls. It also evaluates privacy risks, oversees incident response and ensures regulatory compliance.

OPERATIONAL CONTROLS & MECHANISMS

DEWA's controls include AI specific protections, encryption, secure access controls, privacy by design, continuous monitoring and role based access to sensitive information. DEWA continuously monitors its systems and tracks potential incidents proactively using advanced technologies.

EVALUATION OF EFFECTIVENESS

DEWA's effectiveness is assessed through a maturity model that sets the development journey through cybersecurity maturity reviews, internal and external audits, privacy compliance checks, offensive security assessments and incident tracking.

SUBSTANTIATED COMPLAINTS AND DATA LOSSES

DEWA systems are highly protected with stringent data protection controls like encryption, DLP and other competent solutions. DEWA continuously monitors any anomaly or events using state-of-the-art technologies and is committed to protecting the data. Our report for 2025 is below:

Categories	No of Complaints
Complaints substantiated by DEWA	0
Complaints from regulatory bodies	0
Identified leaks, theft or losses of customer data	0

THE CUSTOMER HAPPINESS CHARTER

DEWA's Customer Happiness Centres are self-service centres that allow customers to apply for DEWA services through smart devices. These centres are powered by advanced technologies and AI, ensuring a seamless and efficient experience. Customers can also communicate with Customer Happiness representatives through virtual screens for support with transactions or any digital service inquiries. The centres also include the virtual employee 'Rammas', supported by AI and ChatGPT, in addition to offering a wide range of convenient payment and engagement channels, including cash and cheque deposit machines, the DEWA smart TV app, the unified 04 platform for suggestions, comments and complaints, and the Customer Happiness Lounge.

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 among the top three on the list of Best Contact Centres in Dubai in 2021, as recognised by the Dubai Model Centre. Additionally, in 2025, DEWA's Customer Care Centre achieved a service quality level of 97.58%, with a contact abandoned rate of just 0.23%, reflecting its commitment to excellence in customer service.

% Happiness Centres – Customer Experience Survey	
Overall Service Quality Level	99.94%
Accessibility	99.74%
Speed of Service Delivery	99.94%
Professionalism of Staff	100%
Privacy	100%
Ease of Use	99.92%
Information Quality	99.99%
Appearance	99.99%
Overall Happiness	99.74%
General Trust	99.9%
% of Comments responded to within 3WDs	100%
% of Comments responded to within 5WDs	100%
Average Call Handling Time (mm:ss) – Customer Care Centre	0:03:47

CUSTOMER FEEDBACK PROCESS

The '04 Unified Interactive Platform', which connects Dubai Government and its customers, provides a streamlined system for customers to submit suggestions, comments and complaints through an omnichannel, ensuring a seamless experience.

This platform aligns with Dubai's '360 Services' policy, which prioritises the 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: 04-601 9999**
- Smart devices within Customer Happiness Centres

UNIVERSAL SERVICE CENTRE

The Universal Service Centre offers a fully digital experience, providing customers with access to comprehensive, reliable and secure services. By utilising advanced AI technologies, the centre facilitates the seamless completion of transactions for customers. It also incorporates interactive digital solutions, allowing customers to communicate remotely with relevant teams efficiently.

HUMAN RIGHTS ASSESSMENT

In 2025, DEWA conducted 22 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, work ethics, HR rules and regulations, and HR services. A total of 1,007 employees across all divisions had attended these HR awareness sessions by December 2025.

To ensure contractors and suppliers engaged by DEWA uphold human rights, DEWA's vendor registration and tender conditions have made it mandatory for contractors and suppliers to comply with social responsibilities in line with local laws and as outlined in International Standard SA 8000. This entails providing a good working environment and compliance with non-employment of child labour, the Universal Declaration of Human Rights and International Labour Organisation (ILO) agreements.

All tender documents include a special clause on compliance with the SA 8000 Standard, and bidders must include a self-assessment form on SA 8000 compliance in their offers. All DEWA bulk purchases and project procurement activities are subject to human rights reviews based on bidders' self-assessment forms and conformity with the SA 8000 norm.

All new employees within the Contracts department, as well as those who are already working there, should receive orientation training and departmental instructions circulars on the terms and conditions of contracts, which include the SA 8000 standards.

The Human Rights clause was incorporated in all 1,400 bulk purchases and project contracts for the year 2025. In the year 2025, the number represents procurement contracts worth more than Đ7,956.3 million. All vendors associated with the 13,330 orders placed by the Local Procurement Department in 2025, with a total value of Đ510.83 million, have declared their compliance with human rights standards.

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 and 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	2021	2022	2023	2024	2025
Leadership	83.78	88.99	83.34	96.67	95.22
Management	51	54.56	55.36	56.07	66.19
Non-Supervisory	46.30	55.86	49.62	45.59	54.11
UAE Nationals	57.48	67.47	64.40	60.02	70.12

Average Training Hours by Gender

Gender/Year	2021	2022	2023	2024	2025
Male	30.43	34.9	35	34.39	40.08
Female	62.4	75.4	64.2	65.56	79.68

TALENT MANAGEMENT

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 improve engagement, encourage growth and contributes to overall success.

1. All eligible employees in DEWA are included in the **Employee Performance Management (EPM)** system.
   - Actual submission in 2022 cycle = **100%**
   - Actual submission in 2023 cycle = **100%**
   - Actual submission in 2024 cycle = **100%**
   - Actual submission in 2025 cycle = not yet closed
2. Percentage of employees with a career path:
   - Percentage of employees with a **career path** for 2024 = **98%**
   - Percentage of employees with **career path** for 2025 = **97%**

OCCUPATIONAL HEALTH & SAFETY (H&S)

In 2025, DEWA continued to strengthen its leadership in Occupational Health and Safety (H&S) through a comprehensive and fully Integrated Management System (IMS) that supports the organisation's sustainability commitments and long term strategic direction. The IMS remains certified to ISO 9001, ISO 14001, ISO 45001 and ISO 39001, ensuring that H&S governance is embedded across all operations and aligned with Dubai's Integrated Energy Strategy (DIES 2030). This integrated approach reflects DEWA's commitment to providing safe, healthy and sustainable working conditions for employees, contractors and stakeholders, in accordance with GRI 403 1.

DEWA's H&S Management System is structured through clear policies, procedures and process maps across levels one, two and three of the organisational hierarchy. These are regularly updated to comply with Federal Decree Law No. (33) of 2021, Ministerial Order No. 32 of 1982 and Dubai Municipality Technical Guidelines. Horizontal integration across divisions, departments and sections – including a robust Contractor H&S Management framework – ensures consistent application of controls and risk management practices across the organisation.

From 2024 to 2025, DEWA advanced its leadership in psychological health and well-being by achieving the Wellbeing Shield of Honour for the second time, with an exceptional score of 92.87%, reflecting strong alignment with ISO 45003:2021. DEWA also maintained its long standing excellence in occupational safety by earning the British Safety Council (BSC) Five Star Rating in Health and Safety for the 18th

time, achieving a score of 96.16%. These recognitions reaffirm DEWA's commitment to global best practices and continuous improvement in employee well-being and safety performance.

DEWA continues to maintain Mental Health First Aiders, employee assistance programmes and targeted training to address psychosocial risks and promote emotional well-being. The organisation also upholds its ISO 39001:2012 certification for Road Traffic Safety Management and remains a pioneer in automating H&S processes and performance monitoring through SAP.

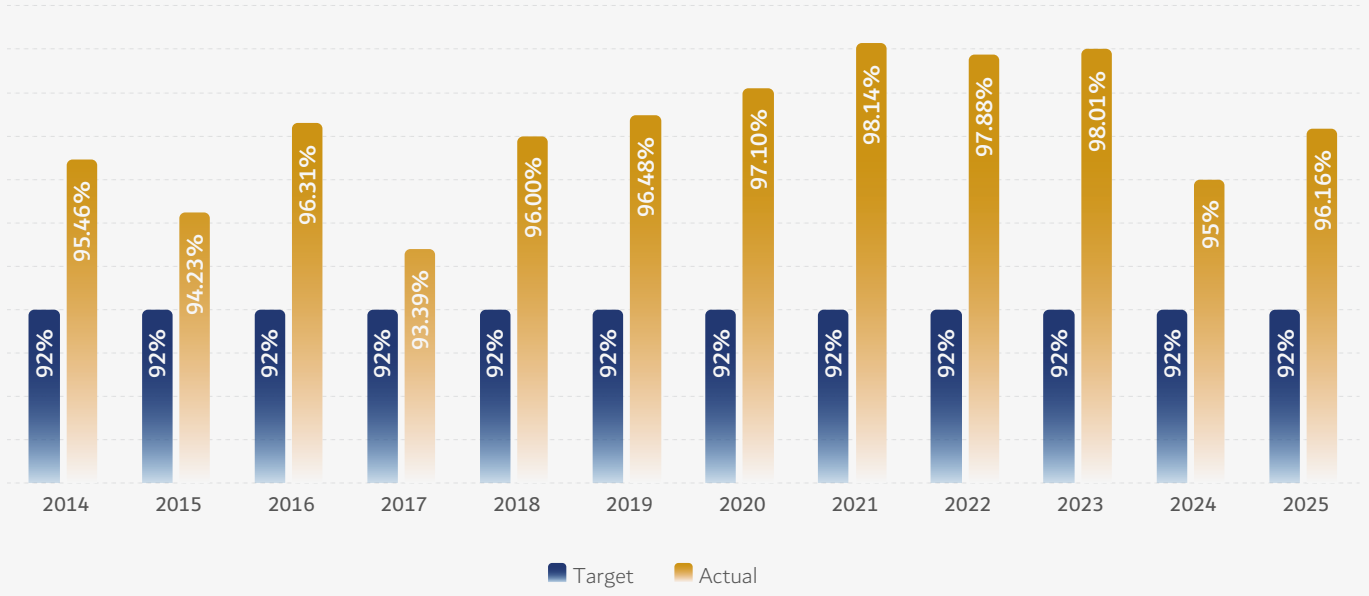
DEWA's performance and continual improvement approach is guided by the EFQM RADAR methodology, the ISO PDCA cycle and DEWA's internal 10 step improvement model. Complementary frameworks – including crisis management, agility, risk management and business continuity – support resilience, operational continuity and sustainable performance. These frameworks are integrated with strategy execution (Stratex), capital expenditure (Capex), operational expenditure (Opex) and H&S objectives.

DEWA recognises safe and healthy working conditions as a fundamental human right and aligns its practices with international instruments issued by the International Labour Organization (ILO), the Organisation for Economic Cooperation and Development (OECD) and the World Health Organization (WHO). The organisation continues to champion inclusion and accessibility for People of Determination (POD), guided by local legislation and global best practice.

The Occupational Health and Safety (OH&S) Management System Manual remains the central reference for risk classification, crisis management, operational controls and stakeholder responsibilities, ensuring full alignment with GRI 403 1 requirements for a structured, transparent and continuously improving H&S management system.

Through these achievements and integrated efforts, DEWA reinforces its commitment to safeguarding people, enhancing well-being and embedding a culture of safety excellence as a core pillar of its sustainability journey.

British Safety Council, 5-star Audit score %



HAZARD IDENTIFICATION & RISK ASSESSMENT

DEWA maintains a comprehensive and integrated approach to hazard identification, risk assessment and incident investigation through its IMSP03: H&S Hazards, Environmental Aspects & Impacts HSE Risk Assessment procedure, which is aligned with Dubai's 10X Accelerator Programme and emphasises human capital, competency and risk management. A 20% weighting within the risk assessment methodology is linked to dependencies on people, processes and systems across the operational hierarchy, supported by the Enterprise Risk Management (ERM) framework,

the Agility Framework and the Process Map 08 (PM08) for Human Capital Development.

In 2024, DEWA further strengthened this approach by incorporating Well-being Risk Assessments. PM08 is vertically aligned with DEWA's competency framework under HR's Talent Management Department and horizontally integrated across departments and sections, ensuring that behavioural and technical competencies required for effective hazard identification and risk management are consistently applied. Competency development is reinforced through Safety Procedure SP14 (Training, Awareness & Competency), which is linked to Process Maps 12.6 (Manager H&S) and 12.6.1 (H&S Compliance).

DEWA ensures the quality and reliability of hazard identification and risk assessment processes by assigning responsibilities through a Responsibility, Accountability, Consult and Inform (RACI) Matrix and embedding competency requirements into training, performance management and appraisal systems. Hazard identification and risk assessments are conducted for routine and non routine activities using qualitative and quantitative methods aligned with ISO 45001, ISO 39001, ISO 14001, ISO 45002-45006 guidelines, and the UK HSE's HSG 65, applying the hierarchy of controls to eliminate hazards and minimise risks. The results of these assessments feed into KPIs/KRIs, mitigation plans and continual improvement actions within the Occupational Health & Safety Management System, and are integrated into DEWA's Balanced Scorecard, which cascades SMARTER objectives across strategic and operational levels.

DEWA maintains an open door policy that enables employees and contractors to report hazards, unsafe conditions and near misses without fear of retaliation, supported by Dubai's HR Act and employee happiness programmes. Workers are also empowered to remove themselves from any work situation they believe poses a risk of injury or ill health, with clear protections against reprisals embedded in the OH&S Manual, IMSP03 and SP14. DEWA follows a structured process for investigating work related incidents – including near misses, unsafe acts and unsafe conditions – using root cause analysis, hazard identification and risk assessment techniques to determine corrective actions based on the hierarchy of controls. Findings from incident investigations are used to update risk registers, revise procedures, enhance training programmes and strengthen the overall Occupational Health & Safety Management System. Performance and improvement are monitored through KPIs/KRIs, lost time injuries (LTIs), the total recordable incident rate (TRIR), the lost time injury frequency rate (LTIFR), happiness surveys and SWOT and PESTEL analyses, ensuring continuous enhancement of DEWA's safety culture and operational resilience.

OCCUPATIONAL HEALTH SERVICES

The Human Capital perspective within Dubai's Fourth Generation Excellence Model (Criterion 5) continues to play a central role in advancing DIES 2030 and the UAE National Strategy for Well-being 2031. This perspective directly supports DEWA's strategic direction by embedding health, well-being and workplace excellence into its organisational priorities, particularly through world class HSE practices and strong stakeholder engagement. This alignment is reflected in Clause 7 of DEWA's IMS Policy, which integrates stakeholder happiness, health, well-being and work environment considerations into DEWA's overarching Happiness Policy.

DEWA promotes employee well-being through structured procedures such as SP12 on Occupational Health and Wellbeing, SC02 on Stress & Counselling and SP16 on Welfare & Well-being. These procedures guide the development of long term and short term objectives implemented through IMSP01-16 at the corporate level and SP01-16 at the H&S Department level, supporting a comprehensive approach to injury prevention, health screening, stress management and mental health support. Action plans cover a wide spectrum of well-being initiatives, including injury prevention, health screening, nutritional assessments, stress counselling, self care programmes, employee assistance services, training and mental health consultations. These plans are operationalised through the PDCA Deployment phase, where workflows, stakeholder roles, procedures and KPIs/KRIs are clearly defined to ensure effective implementation and monitoring.

DEWA's health promotion activities include medical consultations, stress surveys, nutritional screenings, risk assessments and continuous employee feedback. Stress management remains a priority,

supported through platforms such as Estisharati. Awareness campaigns on cardiovascular health, diabetes, nutrition and occupational health and safety are delivered through multiple communication channels to ensure broad reach and engagement.

The annual Health & Safety Week continues to serve as a major platform for raising awareness on OH&S issues, fostering collaboration and promoting a culture of safety across the organisation. DEWA also hosts an annual Awareness Day for contractors, consultants and suppliers to reinforce its mission, vision and integrated management systems. In 2025, the Health and Safety Hub significantly expanded its reach and impact during WETEX 2025, attracting over 10,000 visitors, supported by 30 expert speakers, more than 20 participating organisations and 20 supporting entities. The enhanced 2025 Hub featured interactive demonstrations, technical sessions and collaborative learning activities, strengthening DEWA's leadership in health, safety and well-being excellence across the energy and utilities sector and reinforcing its commitment to stakeholder engagement and continuous improvement.

H&S COMMUNICATIONS & REPRESENTATION

STRATEGIC ALIGNMENT PHASE

DEWA's Strategic Alignment Phase reinforces the SO2: Engaged and Happy Stakeholders perspective by ensuring that the Health & Safety (H&S) Business Impact Analysis (BIA) effectively connects crisis management (CM) with the agility framework. This integration spans business processes, assets, human capital and stakeholder groups, forming a critical stage of consultation, communication and participation across all corporate hierarchical levels. Through this alignment, DEWA ensures that recovery plans during and after disruptive events comply with ISO 22301:2019 for Business Continuity Management Systems. DEWA's 'Resilience Continuum', developed in accordance with ISO 31000:2018 Risk Management Guidelines, unifies enterprise risk management with Business Continuity Management (BCM) and CM, strengthening H&S agility by eliminating operational silos and enhancing organisational responsiveness.

The resulting top down Business Continuity Plan (BCP) is aligned with the Integrated Management System (IMS) and the RACI matrix. This alignment is supported by a two way communication approach defined in the corporate communication policy and the IMSP06:Participation,Consultation & Communication procedure, ensuring horizontal integration across the organisation. During the BIA phase, DEWA develops a stakeholder matrix based on the "influence and impact" criteria, enabling the identification and prioritisation of key stakeholder groups. Engagement is carried out proactively and interactively in line with the corporate communication manual and ISO 14063:2020 guidelines.

BUSINESS CONTINUITY PLAN

DEWA's business continuity processes involve a wide range of stakeholders,includinggovernment entities, employees, society, partners, customers, suppliers and capital investors. Using the RADAR methodology, DEWA identifies gaps in availability, reliability and recoverability through tools such as questionnaires, PESTEL and SWOT analyses, performance reports and stakeholder feedback. Solutions identified at both enterprise and service levels are communicated through multiple channels, including employee involvement initiatives, inspections, meetings, service level agreements, SMARTER objectives, surveillance activities, Toolbox Talks (TBTs), surveys, risk assessments, forums, workshops, campaigns, training programmes, mock drills, brainstorming sessions and annual strategy workshops. HSE coordinators participate annually in reviewing strategy, procedures, budgeting and process mapping to ensure continuous improvement.

The BIA undergoes review by Dubai's Executive Council, with involvement from the Strategy & Government Communication division. Feedback is also collected from key government partners such as the RTA, Dubai Ambulance, Dubai Municipality, Dubai Health Authority and Dubai Civil Defence, ensuring alignment with the National Emergency and Crisis Management Authority (NCEMA) requirements outlined in the BCM Standard Specification AE/SCNS/NCEMA 7000:2015. Customer insights are gathered through satisfaction surveys, CSR campaigns, whistle-blower channels and systematic analysis of customer complaints.

For partners, suppliers and contractors, alignment with HSW objectives and the BCP is reinforced through crisis preparedness workshops, emergency response training, site practice evaluations, IMS review meetings and interactive sessions

that support operational and functional continuity. Corporate and divisional committees, along with communication platforms – such as Afkari (Suggestion Scheme), the Employee Happiness Survey, DEWA's Smart Office mobile app, SAP, the Freejna portal and the DEWA Smart Document Management System (DMS) – all contribute to effective planning and development throughout the Plan Do Check Act (PDCA) cycle.

H&S TRAINING

DEWA conducts a personalised Training Needs Analysis for every employee, ensuring alignment with individual competency requirements and performance appraisal outcomes. This process is driven by performance gap analysis and supported by the Learning and Development Department, which designs comprehensive training programmes tailored to the needs identified by employees.

DEWA's dedicated H&S Training section operates in accordance with procedure SP14, delivering both formal and in house training programmes in collaboration with the Learning and Development Department. Since 2020, DEWA has enhanced its traditional classroom training by integrating AR-VR technologies to improve experiential learning. The H&S curriculum covers operational scope, functional requirements and preventive measures, and is delivered in multiple languages, including Arabic, English, Urdu and Hindi. Mental health awareness and related courses are incorporated into the annual training plan. All employees receive job specific training designed to strengthen their skills and support their professional development, provided at no cost and tailored to their roles and operational needs.

Training effectiveness is evaluated by the Talent Management Department through feedback mechanisms, performance improvements, skill acquisition and knowledge retention assessments. Each division's training attrition rate is monitored to ensure achievement of the targeted training hours per employee.

Number of DEWA staff who attended H&S training conducted by the H&S department

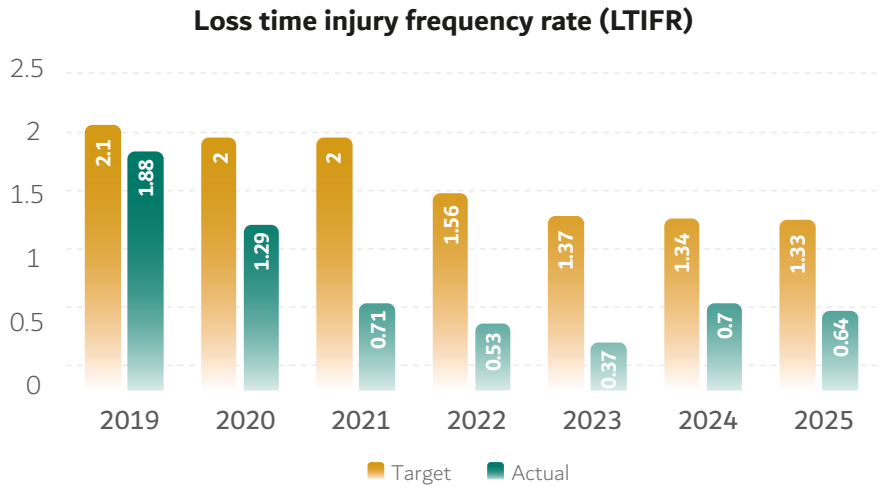
Year	Number
2019	1,786
2020	1,857
2021	2,416
2022	2,170
2023	2,036
2024	3,193
2025	**2,277**

DEWA'S RESPONSIBILITIES – WORK RELATED HAZARDS

DEWA continues to strengthen its leadership in Occupational Health and Safety (H&S) through a structured 10-step continual improvement process integrated across its Corporate Leadership, Energy, OH&S, Environment and Enterprise Risk Management frameworks. This approach is governed by IMSP06, which facilitates communication, consultation and the establishment of HSW procedures, process maps and KPIs. In 2025, DEWA's commitment to excellence was recognised by the British Safety Council with the 'Triple Sword, Globe and Shield of Honour Achievement Award', marking the 18th time the authority won the Sword of Honour for H&S and the second time it received the Shield of Honour for Well-being.

During 2025, the HSE Training Section further advanced competency development by identifying OH&S behavioural categories within SP14 and linking them to DEWA's broader competency framework. This initiative resulted in 2,277 employees participating in 150 training sessions and eight awareness campaigns throughout the year. Critical procedures, including SP12 (Occupational Health and Well-being) and SP15 (Control of Substances Hazardous to Health), were reviewed to reflect global best practice, with well-being indicators now fully incorporated into performance reporting in alignment with ISO 45001:2018 and ISO 45003 guidelines.

DEWA's dedicated Enterprise Risk Management Department provides the foundation for risk methodologies aligned with ISO 31000, cascading these principles through the IMSP03: Risk Management Procedure. Hazards are systematically identified using Global Hazard Codes. In 2025, DEWA successfully maintained zero fatalities and zero high-consequence work-related injuries for both employees and contractors. The organisation achieved a lost time injury frequency rate (LTIFR) of 0.64, significantly outperforming its target of 1.33. By integrating workplace mental health and psychosocial safety parameters, DEWA has ensured a holistic approach to employee protection, which earned it the 2025 BSC Power and Utility Sector Shield of Honour for Well-being award.



Work-related injuries (403-9)

Description	2025
The number and rate of fatalities caused by work-related injuries	Zero
The number and rate of high-consequence work-related injuries (excluding fatalities)	Zero
Lost time injury frequency rate	0.64 (target 1.33)
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)	0.12 (target 0.44)
Fatalities related to work-related ill-health	Zero
The number of cases of recordable work-related ill-health	Zero

*High-consequence injuries during the reporting period are Physical hazards and vehicle hazards.

*Number of working days during 2025 is 252.

LOCAL COMMUNITIES: INITIATIVES FROM DEWA TO THE COMMUNITY

By the end of December 31, 2025, DEWA employees logged 20,627 volunteer hours during humanitarian and community initiatives, benefiting 5,316,880 individuals both in the UAE and abroad. DEWA launched a total of 31 social initiatives during this period.

Between 2013 and 2025, DEWA launched 496 social initiatives, with employees contributing 270,470 volunteer hours in various humanitarian and social projects that benefited many countries worldwide. In 2025, the satisfaction rate with DEWA reached 95%.

MEER AL KHAIR

The Meer Al Khair Ramadan campaign was implemented in collaboration with state-accredited charitable organisations in the UAE to provide essential food supplies to low-income families during the Holy Month of Ramadan. The initiative reflects DEWA's commitment to social responsibility, community well-being and the UAE leadership's vision of institutionalising giving as a sustainable practice. Through the campaign, 409 boxes of basic food supplies were collected, contributing to enhanced humanitarian support across Dubai. The initiative further reinforces DEWA's role in strengthening the UAE's cultural and humanitarian landscape, while embodying core Islamic principles and deeply rooted Emirati values of generosity, empathy and goodwill.

SCHOOL BAGS

The School Bag Initiative was implemented in co-operation with relevant government entities, charitable organisations and non-government schools to support low-income schoolchildren by providing essential school supplies and fostering positive educational experiences. The initiative supported 108 pupils through guided shopping tours, during which DEWA volunteers accompanied the pupils to purchase school bags and essential learning materials, in addition to sharing lunch meals with them to promote inclusion and well-being. A total of 88 DEWA volunteers contributed 1,232 volunteer hours throughout the implementation of the initiative. The initiative reflects DEWA's strong commitment to social responsibility, the empowerment of schoolchildren and the promotion of a sustainable culture of volunteerism within the community.

ZAYED HUMANITARIAN DAY – 19 RAMADAN

Coinciding with Zayed Humanitarian Day, observed annually on the 17th of Ramadan in honour of the late Sheikh Zayed bin Sultan Al Nahyan (may God rest his soul), DEWA organised a volunteer initiative in cooperation with the Islamic Affairs & Charitable Activities Department. The initiative aimed to distribute 1,000 Iftar meals to beneficiaries, reinforcing the values of volunteerism, compassion and social solidarity among members of the Dubai community. This initiative reflects DEWA's ongoing commitment to humanitarian work and social responsibility.

FLAG PROTOCOL

The UAE Flag Initiative was implemented to promote national identity, cultural awareness and inclusive social engagement across diverse segments of society. The initiative was delivered to educational institutions, subsidiaries, People of Determination centres, as well as government and private-sector organisations, with lectures directed to teachers and employees to ensure wider knowledge transfer and sustained impact. The workshops focused on the UAE flag's historical significance, the symbolism of its colours, proper display practices and official flag protocol. The initiative reached 424 beneficiaries across participating institutions and organisations, reinforcing shared national values and fostering a collective sense of belonging and pride. This initiative reflects DEWA's commitment to strengthening cultural awareness, inclusivity and social cohesion, contributing to a unified and values-driven society.

'QURAN IN EVERY HOME' INITIATIVE

The 'Quran in Every Home' Initiative was implemented as part of DEWA's corporate social responsibility and community engagement framework to promote Islamic values, strengthen religious awareness and encourage engagement with the Holy Quran across society. Implemented in coordination with relevant authorities, the initiative reached 2,500 beneficiaries through the distribution of copies of the Quran to families, mosques and community centres. The initiative was supported by extensive volunteer participation, with a total of 3,900 volunteer hours contributed during its implementation. This initiative reflects DEWA's commitment to humanitarian responsibility, cultural and religious identity, and the promotion of shared values that contribute to social well-being and a values-driven society.

DEWA'S SMART RECYCLING BIN

DEWA is committed to promoting sustainable practices and fostering a strong culture of sustainability across its workforce, in line with the UAE Circular Economy Policy (2021-2031), the Dubai Integrated Waste Management Strategy (2021-2041) and DEWA's Circular Economy Strategy. The initiative's key objective is to motivate the recycling of plastic bottles, increase awareness of environmental issues and highlight the significance of adopting sustainable habits. Through collaboration with a local company, DEWA ensures that the value of collected plastic bottles is transformed into new products using sustainable manufacturing methods. As a result, more than 1,270,000 plastic bottles have been collected, diverting 18,360kg 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 raffle draws based on their engagement. Since its launch in October 2022, the initiative has seen the active involvement of 801 employees, with 135 participants rewarded. In 2025, DEWA added two Smart Recycling Bin machines within its premises, bringing the total to four machines located at the Head Office, Warsan, Al Ruwayya and Al Qouz.

DEWA'S SUSTAINABILITY & INNOVATION CENTRE

The Sustainability and Innovation Centre of Dubai Electricity and Water Authority (DEWA) continues to consolidate its role as a leading regional hub for sustainability capacity building, climate education and innovation-driven collaboration. Designed as an immersive, multi-dimensional environment, the centre goes beyond traditional awareness initiatives by engaging stakeholders in diverse learning and innovation experiences. Aligned with the Dubai Clean Energy Strategy 2050 and the Dubai Net Zero Carbon Emissions Strategy 2050, the centre adopts a comprehensive service model that integrates interactive exhibitions, experiential learning,

accredited technical training and strategic innovation programmes. Daily guided educational tours serve visitors of all ages while advanced training programmes, delivered in collaboration with international partners, support the development of specialised skills required for the energy transition.

CLEANTECH ALLIANCE

The centre's CleanTech Alliance initiative enables local and international companies to showcase pioneering clean energy solutions, build strong networks with investors and innovators, and support national and global net-zero ambitions.

PROFESSIONAL CERTIFICATION PROGRAMMES

The centre offers a portfolio of internationally accredited training programmes designed to build technical expertise and leadership capabilities in clean and renewable energy, ESG practices and sustainability systems. To date, more than 320 participants have earned accredited certificates through these programmes.

In 2025, the centre expanded its Professional Development Programme with new offerings in building integrated photovoltaics (BIPV) and solar architecture, developed with the International Energy Agency and the University of Applied Sciences and Arts of Southern Switzerland, as well as the Hydrogen Energy Professional programme in collaboration with TÜV Rheinland Academy. It also launched the first Global Reporting Initiative (GRI) Certified Training Programme with the World Green Economy Organization. Further partnerships supported certifications in sustainability management, solar PV system design and greenhouse gas accounting, alongside intensive renewable energy training aligned with global best practice.

CLEANTECH YOUTH PROGRAMME

To empower and prepare future sustainability leaders, the centre has graduated five cohorts under the CleanTech Youth Programme, benefiting 117 young Emiratis. Participants gain both theoretical and practical exposure through specialised workshops, expert-led sessions and field visits to major solar and sustainable development projects across the UAE.

CLEANTECH CONNECT PROGRAMME

The CleanTech Connect programme enables innovators, academics and industry experts to exchange knowledge and highlight success stories in clean energy. Since its launch, it has hosted more than 50 symposiums and panel discussions, attended by more than 2,500 participants from various sectors.

CLEANTECH INNOVATORS EXHIBITION

The centre recently organised the second edition of the CleanTech Innovators Exhibition, bringing together 30 innovators and companies to present cutting-edge solutions that contribute to shaping the future of renewable and clean energy technologies.

COMPETITIONS AND ENGAGEMENT INITIATIVES

The centre supports innovation through competitions that promote creativity and problem-solving in clean energy. The third cycle of the CleanTech Hackathon attracted 193 participants from seven countries, representing companies, innovators, schoolchildren and sustainability professionals. The Young Inspirers Contest engages pupils from grades four to 12, raising awareness of solar technologies and inspiring younger generations to contribute to a sustainable future. More than 200 schoolchildren have participated across five cycles.

EXHIBITIONS AND VISITOR EXPERIENCES

DEWA's Sustainability and Innovation Centre offers a unique journey through the latest developments in clean energy. Its first-floor exhibition area features more than 35 interactive displays charting DEWA's milestones and innovations in electricity and renewable energy. Visitors can explore exhibits on PV components, concentrated solar power technologies, Smart DEWA initiatives, spacecraft and satellite solar applications, and sustainable building systems. Additional features include the DEWA Museum, water desalination models and an educational zone explaining solar radiation and the science of light. Visitors can also experience drone and hologram shows, autonomous mobility technologies and a metaverse-enabled virtual tour of the Mohammed bin Rashid Al Maktoum Solar Park, the world's largest single-site solar park under the IPP model.

Scan the QR code to learn more about DEWA's Sustainability & Innovation Centre:

TOC

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. We support 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 based on the rights-based model.

Between 2015 and 2025, 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 120 programmes and initiatives were executed, benefiting 3,577,345 individuals and demonstrating DEWA's dedication to promoting inclusiveness and social fairness. The percentage of community happiness about DEWA's support for People of Determination reached 94.87% in 2025.

In 2024, DEWA again won the Best People-of-Determination-Friendly Entity award at the Dubai Government Excellence Program Awards (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 launched the Summer Camp Initiative for People of Determination during August 2025. The initiative aimed to deliver purposeful and educational workshops, along with enriching learning trips designed to empower People of Determination, enhance their skills and capabilities, and support their personal and social development. This initiative reflects DEWA's ongoing commitment to fostering inclusion and providing equal opportunities for learning, growth and active participation in the community.

ACCESSIBLE BUILDINGS, FACILITIES AND SERVICE SUPPORT FOR PEOPLE OF DETERMINATION

DEWA supports the creation of inclusive-built environments that empower People of Determination to become more productive and effective. This is done by providing its employees and Customers of Determination with easy access to all services, buildings and facilities, including its Customer Happiness Centres. In 2025, DEWA continued its efforts in converting all its newly constructed buildings and facilities to make them 100% compliant with the Dubai Universal Design Code.

The innovative assistive technologies provide a variety of services for People of Determination with different disabilities to help them do their tasks and these include:

- Communication and navigational robot Temi that assists People of Determination in finding destinations and navigating through obstacles
- Automated reading equipment that includes automated reading and translating pens, automated reading glasses that can identify different personnel, and dedicated workstations for automated reading, text magnification and contrast adjustment
- 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 on 'Building Construction – Accessibility and Usability of the Built Environment' for a fifth year in a row, further highlighting its continuous efforts in attaining the highest standards in the well-being of built-environment users.

In 2025, DEWA maintained its five-star rating by achieving an excellent score of 96.16% in the British Safety Council 5-Star Health & Safety Audit and won the British Safety Council Sword of Honour Award for the 18th time, the most prestigious global award in the field of health and safety, in recognition of its inclusive H&S Management System. Earlier, in 2023, the POD H&S Standards, the inclusive COVID-19 Management System, and the DEWA H&S Management System were externally assured through an ISO 45001:2018 audit conducted by Bureau Veritas, in addition to the British Safety Council 5-Star H&S Audit.

DEWA also won British Safety Council Shield of Honour Award in 2024 and 2025 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. In 2025, DEWA received external validation from the British Safety Council, earning recognition as 'Best in the Power and Utilities' sector for the Shield of Honour (Wellbeing) award.

IMS policy revision during 2025 specifically details management's commitment to mitigate risk for People of Determination and ensure a safe work environment. During the same year, DEWA successfully conducted four POD H&S inclusive awareness sessions and all Employees of Determination (EOD) signed an EOD Individual Risk Assessment. Between 2020 and 2025, DEWA trained Employees of Determination on their evacuation process, and individual maps were created to identify evacuation routes for all People of Determination.

DEWA is committed to providing a seamless experience and inclusive digital services that meet the needs of People of Determination, along with easy access to information and services through its website and smart app, according to 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 was scored 10/10 in the 2025 People of Determination Accessibility Evaluation Report by the Digital Dubai Authority, while the happiness rate of customers who are People of Determination with DEWA's services reached 98.10% in 2025.

DEWA's buildings have been equipped to be ready for all emergencies through the placement of audio and visual alarms, pull-cord emergency alarms in toilets and evacuation wheelchairs on all floors. DEWA's Customer Happiness Centres (Self-Service) provide accessible facilities to streamline services and access for People of Determination.

The authority has launched its Sign Language Dictionary, which provides sign language translation of key terms used by DEWA in its corporate activities and aims to facilitate equal access to information on the website for customers with hearing disabilities.

DEWA has enhanced its website accessibility tools for inclusive access by providing a comprehensive set of 16 universal accessibility tools, along with a "digital sign language interpreter" powered by artificial intelligence (AI) to enhance information accessibility and translate DEWA's webpage content into sign language for People of Determination with hearing disability.

DEWA provides 'Ash'ir', a live video chat service using sign language that enables customers with hearing disability to communicate directly with the Customer Care Centre, along with 'Hayak', an online text chat with a video chat option that allows customers to directly communicate with Customer Care Centre agents. DEWA also provides services through 'Rammas', its virtual employee supported by AI and powered by Chat GPT, that assists customers by answering their inquiries in both Arabic and English within DEWA's Customer Happiness Centres and through the authority's website and smart app.

DEWA is also the first UAE-based government organisation to obtain a verified WhatsApp business account supported by AI that allows customers to communicate with DEWA 24/7 on 04-601 9999 for all customer service 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 in how to apply for various digital services through its website.

Furthermore, DEWA conducted more than 17 awareness sessions to boost the knowledge of customers who are People of Determination and encourage them to adopt digital services. Moreover, Customer Happiness staff are trained in dealing with People of Determination and are qualified in sign language communication.

In 2025, DEWA engaged with stakeholders such as Customers of Determination and Employees of Determination. DEWA collected their insights on several aspects by conducting focus groups comprising people with different disabilities to capture the needs of customers and engage them prior to the implementation of the initiative and subsequent marketing campaigns.

In addition to the above, DEWA provides a special discount for Sanad Card holders (UAE Nationals) on select service fees. Moreover, the authority provides exclusive offers and discounts for People of Determination through the DEWA Store available on its smart app.

EMPLOYEES OF DETERMINATION

DEWA has come a long way in supporting and empowering Employees of Determination at work and in society, launching 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 who are People 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 up to retirement by adopting local and international best practice. Also, the Absher Office supports the inclusion and empowerment of Employees of Determination in the workplace by providing equal opportunities and adopting measures to ensure their engagement.

In 2025, the Absher Office arranged various activities, events and workshops for Employees of Determination. The office responds to their inquiries and provides reasonable workplace adjustments such as 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.

The happiness of Employees of Determination reached 100% while the happiness of relatives of Employees of Determination stood at 98.10% in 2025.

The authority has developed its capabilities as an inclusive institution, with the total number of employees trained in how to deal with People of Determination at 7,449 in 2025. Examples of POD-focused courses conducted in 2025 include 'Skills in how to deal with People of Determination (smart learning)', 'Coaching Skills for Managers/Sadiqi of Employees of Determination', 'Awareness-inclusive DEWA Health & Safety Guidelines', 'Professional Emirati Sign Language, Inclusion & Accommodation Awareness for People of Determination' and the 'EOD Manager and Saddiqi Seminar'. All Employees of Determination have completed their annual training plan for 2025. The number of DEWA Employees of Determination with various disabilities increased to 67 in Q4 2025, from 19 in 2017.

DEWA ACADEMY

PROMOTING INCLUSIVE EDUCATION AT DEWA ACADEMY

In 2025, DEWA Academy rolled out a series of initiatives designed to enhance support for schoolchildren and students who are People of Determination and those with special educational needs, aligned with the 2024-2025 academic year.

The academy achieved the Golden Certificate for Universal Accessibility and developed detailed educational reports and learning support plans (LSPs). It also expanded its psychological and behavioural support services and introduced comprehensive staff training and awareness programmes focused on interacting with People of Determination and safeguarding student well-being.

To strengthen community and family involvement, the academy organised parental engagement activities, conducted internal pupil and student screenings, and published inclusive registration procedures. A counselling and well-being framework was put in place, and Individual Education Plans (IEPs) with SMART goals were created and reviewed each term.

Social and community outreach efforts were enriched through visits from inclusive institutions and showcases of pupil-led innovation, such as SMART eyeglasses designed for People of Determination. The schoolchildren and students also participated in meaningful volunteer projects, including the development of a wheelchair initiative aimed at promoting independence.

Collectively, these efforts contributed to a successful academic year and reinforced DEWA Academy's commitment to fostering an inclusive, supportive and empowering learning environment for all pupils and students.

FROM DEWA TO THE COMMUNITY IN 2025: INCLUDING AND EMPOWERING PEOPLE OF DETERMINATION

The Society Happiness Department at DEWA organised three awareness sessions on disability etiquette for 116 schoolchildren and students from the Zayed Educational Complex in Al Mazhar and the DEWA Academy. The session aimed to raise awareness about effective interaction and collaboration with POD individuals. 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 2025, 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 64 participants. The camp programme comprised a range of educational field trips within Dubai, in addition to structured educational workshops aimed at enriching the participants' learning experience. The camp was concluded at DEWA's Warsan building, where the closing day activities were organised and supported by DEWA employees, who served as both volunteers and organisers.

DISASTER & EMERGENCY PLANNING & RESPONSE

CORPORATE RISK & RESILIENCE

DEWA prioritises corporate risk and 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 Digitisation Programme continues to be one of the main pillars, including processes and the use of AI technologies.

CORPORATE RISK MANAGEMENT

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 employs a proactive horizon-scanning process to identify potential threats before they arise. This enables the organisation to gain early insights into emerging risks, maintain a competitive edge and ensure the continued safety and reliability of its services.

CRISIS AND BUSINESS CONTINUITY MANAGEMENT

In support of Dubai, the wider UAE resilience ecosystem and critical infrastructure, DEWA maintains collaboration, coordination and communication with multiple local government and semi-government entities in Dubai, as well as federal UAE entities, to elevate preparedness and readiness, and also enhance the resilience of national critical infrastructure. This ensures continuous engagement and communication through participation, exercises, exchange of information, intelligence and responses.

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, accidents caused by human error 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 that features pre-defined holding statements to ensure prompt and effective communication with employees and the public during emergency situations, as well as facilitate 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:** Managing cyber exposure and security defences to protect DEWA from cyber threats.
2. **Identify & Detect:** Penetrating, assessing and continuously monitoring DEWA's information, industrial control systems and IT environments for zero-day threats, vulnerabilities and anomalies.
3. **Respond & Recover:** Managing incidents quickly and effectively to limit harm, restore services and demonstrate agility in cyber-incident response.
4. **Govern & Assure:** Ensuring cyber resilience is governed, overseen and validated by DEWA's top management.

DEWA has established a unique governance framework model that integrates the Information Security Management System (ISMS), Cyber Resilience Framework and Zero Trust framework to achieve the highest protection levels. DEWA empowers its governance model through cutting-edge technologies like AI, Big Data and simulation and integration technologies. Moreover, the framework incorporates distinct processes and guidelines, and adheres to multiple international and local security standards, including:

- ISO/IEC 27001 for Information Security Management System
- ISO/IEC 27014 for Corporate Security Governance
- ISO/IEC for 38500 for Corporate Governance of Information Technology
- ISO/IEC 27037 for DEWA Cyber Threat Intel & Forensics
- Information Security Regulation (ISR) issued by the Dubai Electronic Security Center (DESC)

With this framework in place, DEWA's 24x7 Cyber Defence Centre successfully thwarted more than 30.4 million threats in 2025 and maintained zero cybersecurity breaches since its establishment, with over 83,000 indicators of compromise monitored in 2025. DEWA's Information Security efforts are currently monitoring and protecting over 1.2 million customer accounts and more than 69,500 OT assets.

DEWA is keen to develop its internal security operations by integrating advanced methods and techniques, including automated incident-response actions to counter evolving cyber threats and further strengthen its cybersecurity posture. In 2025, DEWA enhanced the efficiency of its response operations, achieving 15% fully automated actions and 72% semi-automated actions. Additionally, DEWA strengthened its future readiness by improving its capabilities in the prediction and early detection of cyber threats. These enhancements allow information security teams to identify emerging cyber threats at an early stage, contain risks quickly and minimise the potential impact on business operations.

CORPORATE GOVERNANCE



DEWA'S GOOD GOVERNANCE

Dubai Electricity and Water Authority (DEWA PJSC) is a leading utility provider that plays a central role in delivering sustainable, reliable and innovative electricity and water services across the emirate of Dubai. Guided by a strong commitment to excellence, DEWA places governance at the heart of its operations to ensure transparency, accountability and alignment with international best practices.

DEWA's robust governance framework is designed to strengthen operational efficiency, embed a culture of good governance and support long-term sustainability. The organisation maintains a strong system of internal controls, compliance requirements and ethical standards that underpin its mission to deliver world-class services while contributing to Dubai's vision as a smart and sustainable city.

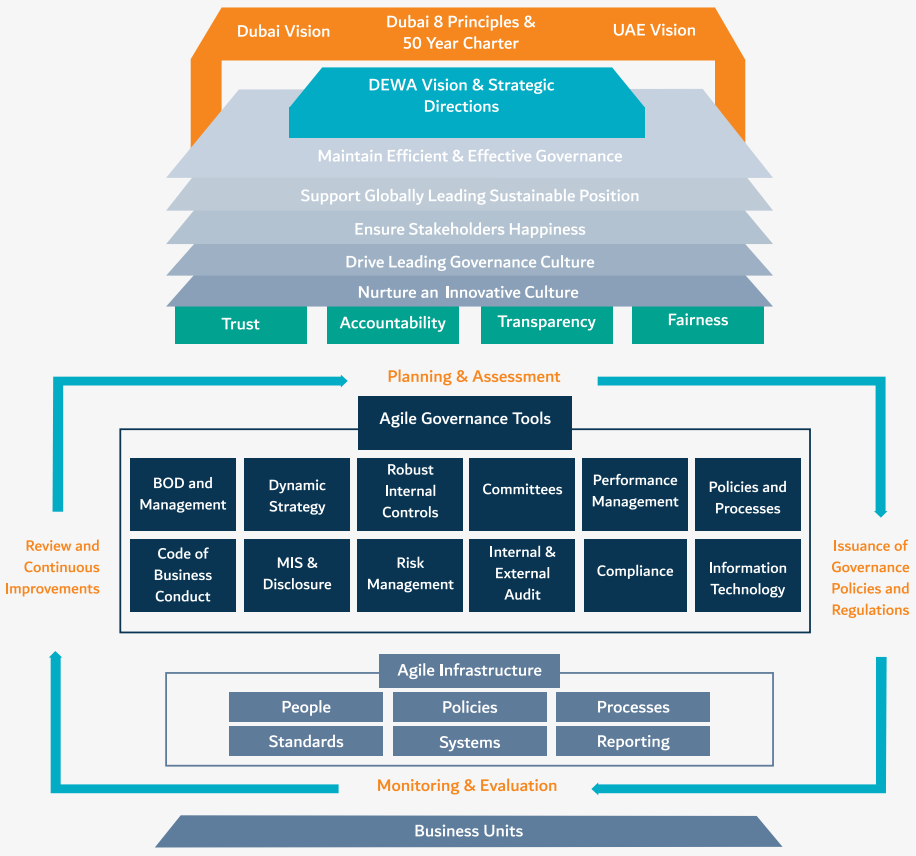
At the core of DEWA's governance approach is a strategic focus on corporate responsibility, active stakeholder engagement and environmental stewardship. Clear roles, responsibilities and authorities are defined across the governance structure, enabling effective, transparent and timely decision-making aligned with DEWA's objectives of innovation, sustainability and customer satisfaction.

Through its comprehensive governance practices, DEWA not only meets regulatory and industry requirements but also sets a benchmark for corporate leadership. This approach delivers long-term value to its stakeholders and shareholders and reinforces DEWA's reputation as a trusted provider of essential public services.

DEWA's governance framework aligns with the principles and requirements of ISO 37000 (Governance of Organisations), BS 13500 (Effective Governance Management Systems), as well as the regulations of the Securities and Commodities Authority (SCA) and the Dubai Financial Market (DFM).

To ensure continued effectiveness, DEWA's corporate governance system is subject to regular external assessments and benchmarks with leading international organisations. The Board of Directors actively adopts governance policies and practices that align the interests of the Board and Management with those of stakeholders, promoting the highest standards of integrity, accountability and ethical conduct across the organisation.

More information on DEWA's Corporate Governance framework is available at: Corporate Governance & Strategy (dewa.gov.ae)



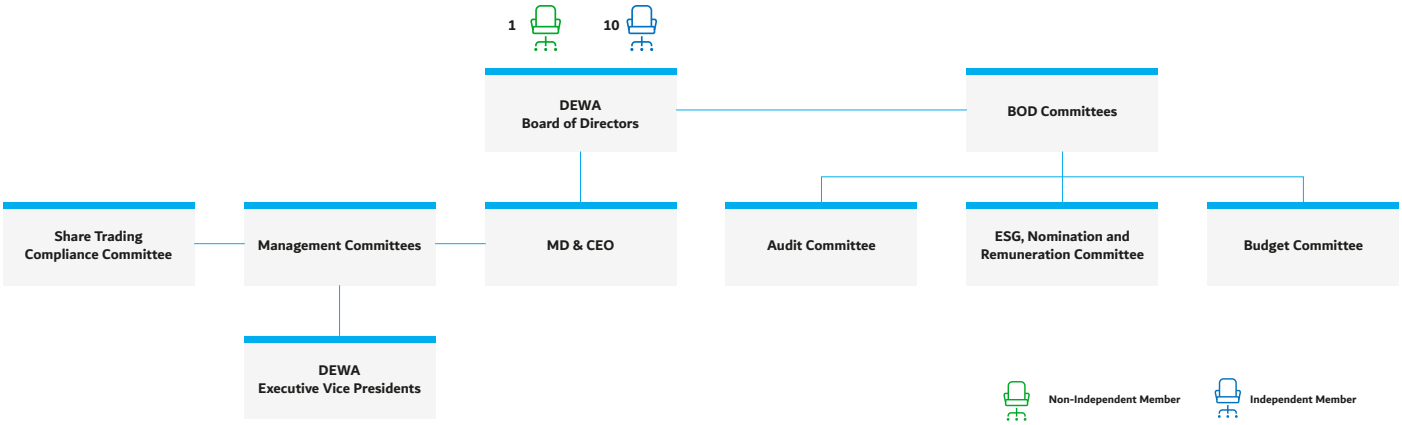
DEWA Good Governance Framework

DEWA BOARD OF DIRECTORS APPOINTMENT, STRUCTURE AND COMPOSITION

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 its implementation.

DEWA's Board of Directors comprises 11 members; with 90% of the Board are non-executive members.



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:

In line with the SCA's Corporate Governance Rules, the Board includes one female member, following the appointment of Dr Moza Suwaidan in 2021.

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.

BOARD OF DIRECTORS PROFILES AND EXPERIENCES



H.E. Majid Hamad Rahma Al Shamsi

Chairman of the Board of Directors - Independent Board Member

H.E. Al Shamsi was elected as Chairman of the Group's Board of Directors in 2025, having served as a Board member since 1991. He was a member of the Federal National Council from 2015 to 2019, sat on the Board of Directors of Dubai Chamber of Commerce and Industry from 1984 to 2024, and served as Chairman of the Board of Trustees of the University of Dubai until 2024.

He is currently Chairman of the Board of Directors of Union Coop in Dubai, Chairman of the Board of Directors of the Union of Cooperative Societies in the United Arab Emirates, Chairman of the Board of Directors of Hamad Rahma Al Shamsi General Trading Company and Chairman of the Board of Directors of Majid Al Shamsi Investment Company. H.E. Al Shamsi holds a bachelor's degree in management and finance from New York University.



H.E. Saeed Mohammed Al Tayer

Vice Chairman, MD & CEO - Executive Board Member (since 2004)

H.E. 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. His Excellency was elected by the Board of Directors in 2025 to become Vice Chairman of the Board of Directors. He has 35 years of experience in the fields of telecommunications, energy and water, and was appointed as General Manager of the group in 1992.

H.E. Al Tayer is also the Vice-Chairman of the Dubai Supreme Council of Energy, a member of the Dubai Executive Council, the Strategic Affairs Council and the Dubai Supreme Fiscal Committee, and Vice Chairman of the Board of Directors of EGA. He is the first UAE personality to be awarded an honorary fellowship from the Energy Institute, UK. H.E. Al Tayer holds a bachelor's degree in business administration from Columbus State University, Georgia, the US. He was also conferred with an honorary doctorate by Amity University in Dubai.



H.E. Saeed Mohammed Al Sharid

Board Member – Independent
Board Member (since 1992)

H.E. Al Sharid is a Board member of Union Coop and 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 Director of Etisalat. He holds a bachelor's degree in accounting and business administration from UAE University.



Mr Hilal Khalfan Bin Dhaher

Board Member – Independent
Board Member (since 2003) and Chairman of the ESG, Nomination and Remuneration Committee (since 2021)

Mr 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 vice president in different sectors such as corporate banking and consumer banking, and established the first outsourcing concept for Citibank in the UAE, which resulted in a reputable business model. Mr Hilal serves on the boards of Dubal Holding and Emirates Global Aluminium (EGA).

He is also a member of the Human Capital Committee and Finance & Commercial Committee on the EGA board. Formerly, he served on the boards of different entities such as the UAE Central Bank, Majid Al Futtaim Group (MAF), the Securities & Commodities Authority (SCA), Dubai Aluminium company (DUBAL) and Emirates Aluminium (EMAL). Mr Hilal obtained a bachelor's degree in business administration from the University of Arizona in the US. He earned an MBA while at Citibank Training Centre in Athens, Greece, where he covered credit, treasury and operations.



H.E. Marwan Ahmed bin Ghalita

Board Member – Non-Executive
Board Member (since 2025)

H.E. Bin Ghalita is one of the prominent leaders in the field of government and real estate leadership in Dubai. An engineer by profession, he has extensive and tangible experience in many strategic sectors, and was elected as a member of the Group's Board of Directors in 2025. He has held several leadership positions in prestigious government bodies and institutions. Currently, he holds the position of Director General of the Dubai Land Department and Acting Director General of Dubai Municipality, and has made notable contributions to the development of the real estate sector in the Emirate of Dubai.



H.E. Essa Mohammad Al Mutaiwei

Board Member – Non-Executive
Board Member (since 2025)

H.E. Al Mutaiwei is a leader with extensive experience and strategic vision in the field of government administration and corporate management in Dubai. He was elected as a member of the Group's Board of Directors in 2025.

H.E. Al Mutaiwei has held many leadership positions, including Deputy Director General at the Court of His Highness the Ruler and Chief Executive Officer of the Emiri Affairs Sector. In these roles, he had a pivotal role in strategic planning, policy development and overseeing daily operations, with continuous focus on achieving institutional goals and ensuring work proceeds efficiently and smoothly.



Dr. Hamad Mubarak Buamim

Board Member – Independent Board Member (since 2025)

Dr Hamad is a leader with extensive experience in the fields of trade, investment and governance, and was elected as a member of the Group's Board of Directors in 2025. He has held many leadership positions in prestigious government and private institutions. He contributed significantly to developing the business environment in Dubai and the UAE, and has a rich record of achievements in the field of management and strategic innovation.



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 has been a judicial member of the Rental Dispute Resolution Centre in the emirate of Dubai (since 2014). Prior to that, he held key legal and legislative roles in the Dubai Government Legal Affairs Department. Mr. Al Suwaidi holds a bachelor's degree in law from the University of Sharjah.



Dr. Moza Shaiban Suwaidan

Board Member – Non-Executive Board Member (since 2021)

Dr Suwaidan serves as the Director of Strategy and Innovation and Consultant to the Director General 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 held key roles in the government and private sectors. Dr. Suwaidan holds a doctorate in quality management from the Hamdan Bin Mohammed Smart University and an MBA from the American University in Dubai.



Mr Rashed Ali Bin Obood Al Falasi

Board Member – Non-Executive Board Member (since 2025)

Mr Al Falasi holds the position of Executive Director of the Public Debt Management Office of the Government of Dubai, and has more than 15 years of experience in public finance and financial markets. He was elected as a member of the Group's Board of Directors in 2025. He leads the development and implementation of public debt strategies, oversees large-scale financial operations and enhances investor relations. In 2024, he received a Dubai Excellence Medal in the Executive Director category, in recognition of his contributions to developing the public debt system and enhancing financial sustainability.



Dr Saeed Mubarak Bin Kharbash

Board Member – Non-Executive Board Member (since 2025)

Dr Saeed currently holds the position of Executive Director of the Policy, Research and Programmes Sector at the Knowledge and Human Development Authority in Dubai. He was elected as a member of the Group's Board of Directors in 2025. He is a prominent Emirati leader in the fields of public policy, education, strategy and financial planning, with significant contributions to developing national strategies and programmes and steering them towards innovation and quality.

STATEMENT OF OWNERSHIP

STATEMENT OF OWNERSHIP AND TRANSACTIONS OF BOARD MEMBERS IN DEWA'S SHARES DURING 2025

S.N.	Name	Position/ Relationship	Total sale during 2025	Total purchase during 2025	Owned shares as on 31 Dec. 2025
1	H.E. Majid Hamad Rahma Al Shamsi	Chairman	-	-	40,866
2	H.E. Saeed Mohammed Al Tayer	Vice Chairman	-	-	20,161,290
3	H.E. Marwan Ahmed bin Ghalita	Director	-	-	32,297
4	Mr. Rashed Ali bin Obood Al Falasi	Director	-	-	76,000
5	Mr. Hilal Khalfan bin Dhaher	Director	-	-	-
6	H.E. Essa Mohammad Al Mutaiwei	Director	-	-	185,000
7	Dr. Saeed Mubarak bin Kharbash	Director	-	-	-
8	H.E. Saeed Mohammed Al Sharid	Director	-	-	-
9	Dr. Hamad Mubarak Buamim	Director	-	-	3,490,000
10	Mr. Mohammed Juma Al-Suwaidi	Director	-	-	-
11	Dr. Moza Shaiban Suwaidan	Director	-	-	-

BOARD REMUNERATION

Subject to approval by the shareholders at the upcoming general assembly in April 2026, 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 DEWA PJSC Articles of Association and applicable corporate governance regulations.

The Board members' compensation is structured in compliance with Article No. 36 in DEWA's Articles of Association related to "Board of Directors Remuneration".

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 has been conducted during the year 2025 by the Chairman of the Board to assess the effectiveness, performance, and contributions of the Board's Committees, and Directors. The Board evaluation process covers the following but not limited to Board's Committee Performance Effectiveness, and Director contributions.

BOARD MEETINGS AND RESOLUTIONS IN 2025

BOARD MEETINGS

During the year 2025, a total of six (6) 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 2025. The 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 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 2025:

S.N.	Name	Position	1st Meeting	2nd Meeting	3rd Meeting	4th Meeting	5th Meeting	6th Meeting
1	H.E. Majid Hamad Rahma Al Shamsi	Chairman	P	P	P	P	P	P
2	H.E. Saeed Mohammed Al Tayer	Vice Chairman	P	P	P	P	P	P
3	H.E. Marwan Ahmed bin Ghalita	Member	N*	P	P	P	P	P
4	Mr. Rashed Ali bin Obood Al Falasi	Member	N*	P	P	P	P	P
5	Mr. Hilal Khalfan bin Dhaher	Member	P	P	P	P	P	P
6	H.E. Essa Mohammad Al Mutaiwei	Member	N*	P	P	P	P	P
7	Dr. Saeed Mubarak bin Kharbash	Member	N*	P	P	P	P	P
8	H.E. Saeed Mohammed Al Sharid	Member	P	P	P	P	P	P
9	Dr. Hamad Mubarak Buamim	Member	N*	P	A	P	P	A
10	Mr. Mohammed Juma Al-Suwaidi	Member	P	P	P	P	P	P
11	Dr. Moza Shaiban Suwaidan	Member	P	P	P	P	P	A

P – Present, A – Absent, N – Note*

***(N) Note:** During the 2025 M1 Board meeting, the previous Board Chairman and members were in attendance; however, following M1 meeting, new members were elected.

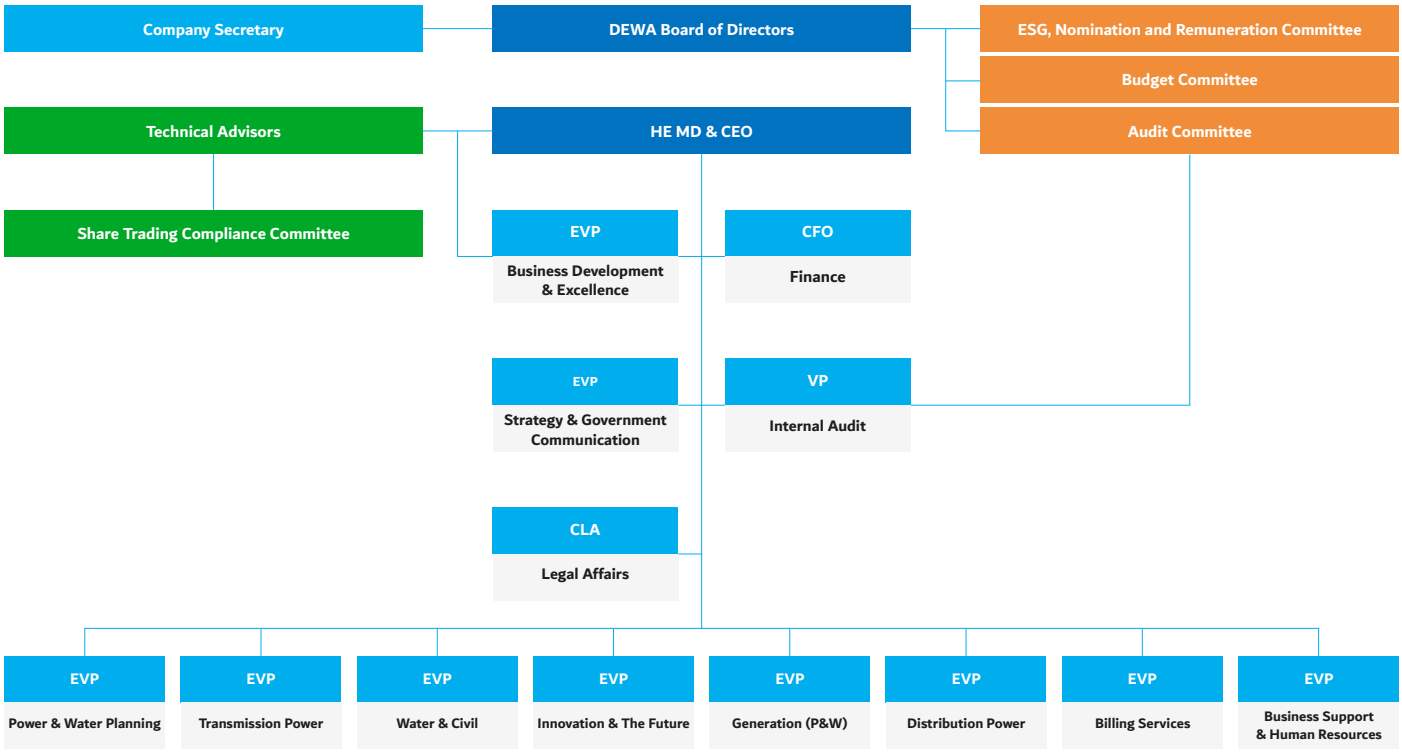
GENERAL ASSEMBLY (GA) MEETING HELD IN 2025

The Board held the Annual General Assembly Meeting on 21st March 2025, where the following decisions and resolutions were made:

1. Consider and approve the Board of Directors' report on the Company's activities and its financial position for the financial year that ended 31 December 2024.
2. Consider and approve the auditor's report for the financial year that ended 31 December 2024
3. Consider and approve the Company's balance sheet and profit and loss account for the financial year that ended 31 December 2024.
4. Approve the interim cash dividends of AED 3.1 billion (6.2 fils per share) for the first half of 2024, which were distributed to shareholders according to the Board of Directors' decision issued on 8 August 2024.
5. Consider and 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 2024, which is intended to be paid to the Company's eligible shareholders in April 2025.
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 2025 in October 2025.
7. Absolve the members of the Board of Directors of liability for the financial year that ended 31 December 2024.
8. Absolve the auditors of liability for the financial year that ended 31 December 2024.
9. Approve the appointment and fees of the external auditor for DEWA for the fiscal year ending 31st December 2025.
10. Approve a total renumeration for the Board of Director of DEWA for the financial year that ended 31 December 2024 as specified in DEWA's corporate governance report.
11. Approved the appointment of the following members of the company's Board of Directors for a term of three year and until the conclusion of the General Assembly meeting that will be held in 2028
    1 H.E. Saeed Mohammed Ahmed Al Tayer
    2 H.E. Majid Hamad Rahmah Al Shamsi
    3 H.E. Marwan Ahmed Ali Bin Ghalita AlMheiri
    4 H.E. Essa Mohammed Khalifa Ghanim Almutaiwei
    5 Mr. Hilal Khalfan Bin Dhaher Almeheriri
    6 H.E. Saeed Mohammed Al Sharid
    7 Dr. Hamad Mubarak Mohammed Buamim
    8 Dr. Moza Shaiban Khamis Suwaidan
    9 Mr. Mohmmed Juma Saif Obaid Alsuwaidi
    10 Dr. Saeed Mubarak Bin Kharbash
    11 Mr. Rashed Ali Ahmed Bin Obood AlFalasi

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 is responsible for setting the organisation's strategic direction and overseeing its long-term objectives. While the Board retains ultimate accountability for DEWA's overall governance and performance, the management of day-to-day operations is entrusted to the MD & CEO, supported by the divisional Executive Vice Presidents. All operational activities are conducted in full compliance with Law No. 27 of 2021, DEWA's Articles of Association and the directives issued by the Board and the General Assembly.

To enhance operational efficiency and ensure timely decision-making, the Board may delegate specific authorities to its committees or to the MD & CEO. Such delegation is carried out in accordance with applicable laws and DEWA's governance framework and is subject to periodic review by the Board and the Audit and Risk Committee to ensure continued effectiveness, appropriateness, and alignment with DEWA's strategic and operational requirements.

INTERNAL CONTROL SYSTEM

ROLE OF THE BOARD IN MAINTAINING INTERNAL CONTROLS

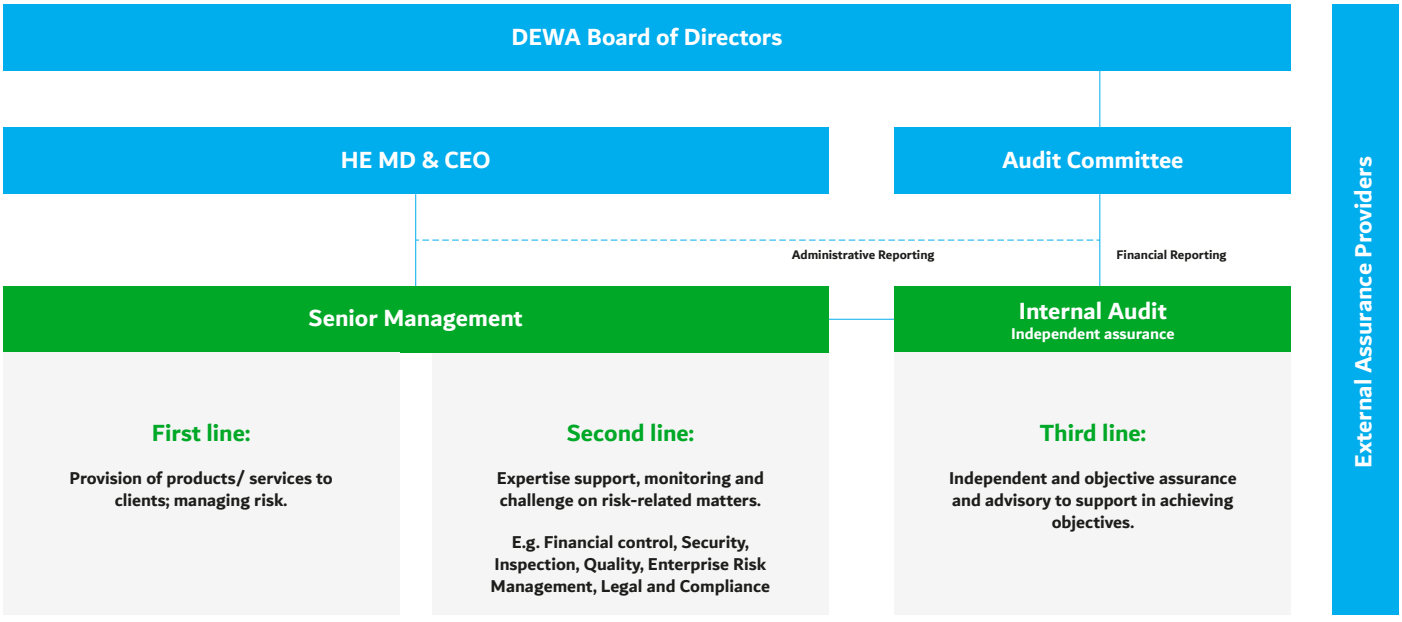
The Board of Directors of Dubai Electricity and Water Authority PJSC (DEWA) reaffirms its responsibility for maintaining an effective internal control framework, including controls over financial reporting, in accordance with the requirements of the UAE Securities and Commodities Authority (SCA) and the governance standards applicable to public joint stock companies listed in the UAE. With this foundation in place last year, the 2025 financial year represents the second year of Internal Control over Financial Reporting (ICFR) implementation, underscoring DEWA's continued commitment to strong governance and transparency.

The Board remains committed to maintaining a robust internal control environment that supports transparency, operational excellence and the long term interests of DEWA's shareholders, customers and stakeholders. Continuous enhancement of financial reporting processes remains a priority as DEWA advances its strategic objectives and supports Dubai's vision for sustainable, innovative and resilient utility services.

INTERNAL CONTROL SYSTEM PROCESS

DEWA's internal control environment is designed to ensure the accuracy, reliability and integrity of its financial statements, while supporting compliance with applicable laws, regulations and reporting obligations. DEWA's ICFR framework is underpinned by clearly defined governance structures, documented policies and procedures, and a risk based approach to monitoring and oversight. Management is responsible for implementing and maintaining these controls across all operational and financial processes, while the Board – through the Audit and Risk Committee – provides independent oversight of their adequacy and effectiveness.

Internal control within DEWA is established via the implementation of the Three Lines model:



DEWA Three Lines Model

To further strengthen the ICFR programme, DEWA engaged its external auditors to perform an independent review of the overall DEWA group wide ICFR programme. Although the auditors are not required to issue an ICFR opinion for the current reporting year under SCA requirements, they provided management with internal feedback and recommendations aimed at enhancing control effectiveness and reinforcing the sustainability of the ICFR programme. These insights complement DEWA's internal assessment and support continuous improvement efforts.

In line with SCA requirements and DEWA's commitment to transparency and strong governance, the organisation intends to obtain an internal independent auditor's report on the effectiveness of its ICFR programme for FY26. Whereas, as per SCA requirements, DEWA shall obtain and make public disclosure of the auditor's report from FY27 onwards. This planned transition to external assurance reflects DEWA's ongoing efforts to strengthen its control environment and uphold the highest standards of financial reporting integrity.

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 and Risk 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 AND RISK COMMITTEE

The Board constituted an Audit and Risk 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 and Risk 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 and Risk Committee consists of the following members:

S.N.	Committee Members	Position	1st Meeting	2nd Meeting	3rd Meeting	4th Meeting	5th Meeting
1	H.E. Saeed Mohammed Al Sharid	Chairman	P	P	P	P	P
2	H.E. Essa Mohammad Al Mutaiwei	Member	N*	P	P	P	P
3	Mr. Mohammed Juma Al-Suwaidi	Member	P	P	P	P	P

P – Present, A – Absent

*(N) Note: During the 2025 M1 Committee meeting, the previous Committee members were in attendance; however, following M1 meeting, new members were elected.

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	Meeting
Mr. Hilal Khalfan bin Dhaher	Chairman	P
Dr. Hamad Mubarak Buamim	Member	N*
Dr. Moza Shaiban Sweidan	Member	N*

P - Present, A - Absent

***(N) Note:** During the 2025 M1 Committee meeting, the previous Committee members were in attendance; however, following M1 meeting, new members were elected.

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 the insiders and their ownership of the company's shares, and to provide the DFM with periodic reports on the transactions of insiders.

The committee's members are as follow:

Committee Members	Position
Chief Financial Officer	Chairman
Head of Investor Relations	Member
Vice President – Internal Audit	Member
Board Secretary	Member

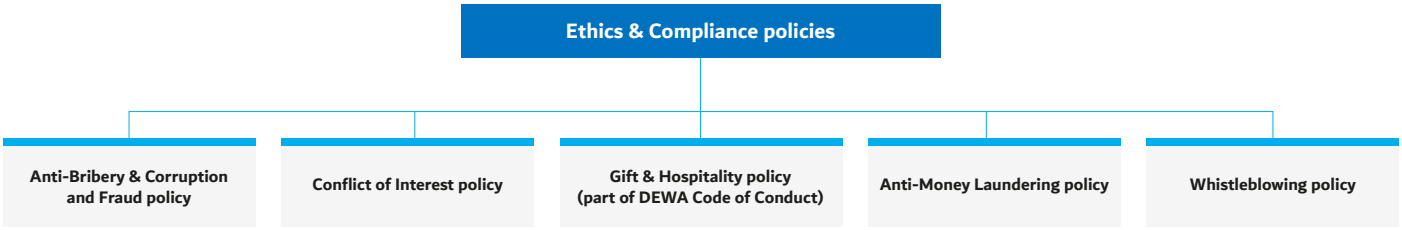
ETHICS AND COMPLIANCE POLICIES

ANTI-BRIBERY AND CORRUPTION AND FRAUD POLICY

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, 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.



For more details related to the 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 protects 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

The Management Information System (MIS) is vital for decision-making, coordination, 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 GRC (Governance, Risk & Compliance system) to automate and monitor all transactions has significantly enhance 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 legislation 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 effectiveness and readiness of its management system to proactively manage potential risks and threats, supporting its mission and providing a clear road map for achieving the vision that guides 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 protect Dubai's critical infrastructure. In doing so, DEWA ensures that risks and threats are mitigated, and electricity and water services are maintained according to the ISO31000 (Risk Management), ISO22301 (Security and Resilience – Business Continuity Management System) and BS11200 (Crisis Management Guidelines) international standards to ensure reliability, availability, efficiency and quality.

In supporting Dubai, the wider UAE resilience ecosystem and critical national infrastructure, DEWA ensures continuous coordination and communication through active participation and exchange of information, intelligence and responses with local and national-level ministries and authorities. This collaboration enables the sharing of best practices and strengthens 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 2025. 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 2025.

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	2025	2024
Name of the audit office and Partner auditor	KPMG LOWER GULF LIMITED Mr. Nitin Mehrotra	KPMG LOWER GULF LIMITED Mr. Emilio Pera
Number of years he served as the Company's external auditor (from the year DEWA became listed)	1	3
Audit Fee - DEWA and its subsidiaries (AED)*	2,375,819	2,196,373
Audit related services - DEWA and its subsidiaries (AED)*	2,591,319	1,316,448
Non-audit services - DEWA and its subsidiaries (AED)*	560,197	1,096,800
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. Consultancy services for enhancement of DEWA HR Manual and Procedures b. Consultancy for enhancement of SAP GRC Risk Management c. Advisory services for MBR solar park Phase VI d. Advisory service for Al Qusais Landfill Gas Power Generation IPP procurement e. Tax Consultancy Services f. Financial Advisory Services – MBR Solar Park Phase III restoration **Deloitte** a. Advisory Services for Hassyan SWRO project b. Co-sourcing - ICFR audit **PwC** a. Consultancy for compliance with SCA (Dubai Capital Market Authority) Regulations on Internal controls b. ICFR consultancy for 2025 **WTS Dhruva** a. Tax Retainership services	**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

* This 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 followings its listing of shares on the Dubai Financial Market (DFM), these entities are jointly referred to as 'government-related entities' (GREs).

No.	Statement of the Relevant Party	Explanation of the Nature of the Relationship	Transaction Type	Transaction Volume - 2025 AED - Million
1	Department of Finance (DOF)	Entity under Government of Dubai is a related party to DEWA	Collection from DOF	2,155
2	Dubai Municipality & Others	Entity under Government of Dubai is a related party to DEWA	Handling Charges	57
3	Entities Owned by Government of Dubai	Entity under Government of Dubai is a related party to DEWA	Purchase of Fuel	7,822
4	Emirates Global Aluminium	Entity under common control	Purchase of Water	5
5	Emirates NBD	Entity under Government of Dubai is a related party to DEWA	Repayment of Borrowing	6,750
6	Emirates NBD	Entity under Government of Dubai is a related party to DEWA	Proceeds from Borrowing	8,125
7	Emirates NBD	Entity under Government of Dubai is a related party to DEWA	Short Term Deposit Matured	2,957
8	Emirates NBD	Entity under Government of Dubai is a related party to DEWA	Short Term Deposit Placed	3,133
9	National Bond Corporation	Entity under Government of Dubai is a related party to DEWA	UAE National Bonds and Sukuk Bonds – placed	816
10	National Bond Corporation	Entity under Government of Dubai is a related party to DEWA	UAE National Bonds and Sukuk Bonds – matured	762
11	Dubai Investment Fund (DIF)	Entity under Government of Dubai is a related party to DEWA	Dividends distributed	5,084
12	DEWA	DEWA officials	Compensation to key management personnel	149
13	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 and conducts reviews to add value and provide assurance over the adequacy of the effectiveness of internal controls, risk management and the governance processes and systems of DEWA and its subsidiaries. These reviews are conducted based on an annually developed risk-based audit plan.

The Internal Audit Department acts as a third line of defence, providing assurance, advice and insight that DEWA and its subsidiaries are efficient and effective in conducting their responsibilities, while aligning with and supporting DEWA's corporate vision, mission and objectives. The Internal Audit Department reports regularly to the MD & CEO and the Audit and Risk Committee.

Moreover, the Internal Audit Department has established a Quality Assurance and Improvement Programme (QAIP) as required by the Institute of Internal Auditors (IIA). This programme enables the department to enhance the quality of audit and pursue continuous improvement.

COMPLIANCE MANAGEMENT

Since its establishment, DEWA continuously strives for excellence, which it has regularly attained, making it globally recognised as a leader in compliance practices and establishing it as a global pioneer in compliance management. The compliance journey, being one of the key milestones for DEWA's public listing, was implemented by devising a detailed plan with realistic and attainable timelines and goals – one aligned with leading compliance standards and practices.

The Governance, Compliance and Agility Department at DEWA PJSC is headed by Vice President Dr Ali Almuwaijei. He holds a bachelor's degree in accounting and finance from the University of Sharjah, a master's in applied finance and banking from the University of Wollongong in Dubai (UOWD), a master's in forensic accounting from the University of Wollongong in 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, who set 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 programmes for over 12,000 employees, instils a strong compliance culture. Additionally, DEWA implements continuous monitoring mechanisms and improved compliance practices through automation and 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, organisational standards, internal obligations, as well as standards of good corporate governance, best practices, 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, has 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 risks arising from non-compliance.

- Risk Management: A full-fledged compliance risk assessment exercise was 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, which 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 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 Director' 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 the 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 intervention, 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 programmes, which 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 the 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, the 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 2025, 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 H.E., the MD & CEO, DEWA's integrated ITS Governance framework establishes a model for governance of IT and information security. It is based on eight principles for good governance of ITS that cover strategy, responsibility, adopting a risk-based approach, establishing organisation-wide information security, acquisition, conformance, human behaviour and 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 gives the governing body visibility on the status of current and future use of IT and information security within DEWA, in addition to assuring conformance with compliance obligations (legal, regulatory, contractual) or 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 was certified as compliant with the British standard BSI 13500 'Code of practice for delivering effective governance' in 2017 and in successive years, including 2025.

Some of the other prominent certifications that DEWA has received recognition for during 2025 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
- ISO 14064:2019 - Part 1 Specification with guidance at the organisation level for quantification and reporting of greenhouse gas emissions and removals
- BS 11200:2014 - Crisis management. Guidance and good practice standard
- ISO 22301:2019 - Security and resilience – Business continuity management systems – Requirements
- ISO 31000:2018 - Risk Management Guidelines
- ISO 37001:2016 – Anti- Bribery Management System Requirements
- ISO 37301:2021- Compliance Management System Requirements

CORPORATE SOCIAL RESPONSIBILITY

In alignment with its mandate to deliver electricity and water services with exceptional operational performance, DEWA embeds social empowerment as a material pillar within its Corporate Social Responsibility (CSR) and broader Environmental, Social, and Governance (ESG) framework. Recognising the essential interdependence between organisational performance, stakeholder happiness and long term value creation, DEWA has established itself as a sector leader in CSR within Dubai.

This commitment is demonstrated through structured governance mechanisms, transparent disclosures and the ongoing benchmarking of CSR practices against recognised local, regional and international standards, in line with GRI reporting principles.

DEWA also plays a central role in initiating, implementing and supporting high impact social programmes that contribute to national priorities, including the strengthening of the UAE's national identity, the Dubai Social Agenda 33 and social enablement.

This integrated approach reflects DEWA's continued commitment to advancing sustainable development and societal well being & happiness. DEWA outlines its CSR strategy across four updated strategic pillars:

Social Enablement Pillar – This pillar empowers individuals and communities through targeted programmes addressing key social priorities. It supports People of Determination by promoting inclusion, independence and community participation. It advances youth development through skills building and engagement opportunities, and promotes sports initiatives that encourage active, healthy lifestyles. DEWA's educational programmes strengthen learning and capacity building across all age groups, while national identity initiatives foster cultural pride and alignment with UAE values. Additionally, health initiatives enhance community well being through awareness and preventive programmes.

Social Development Pillar – This pillar strengthens community development through high impact and collaborative social initiatives. DEWA builds social partnerships with government entities, private sector organisations, civil society groups and international bodies to address key societal needs. It also supports social sponsorships that enhance community engagement, cultural activities and social cohesion. In addition, DEWA actively contributes to government led social programmes, supporting national priorities that advance inclusion, well being and community resilience.

Philanthropy Pillar – This pillar enhances DEWA's humanitarian and community impact through targeted philanthropic initiatives. DEWA works with NGOs and charitable organisations to support programmes that address critical social needs and assist vulnerable groups. Volunteering is a key element, empowering employees to contribute their skills and time to community and humanitarian activities. The pillar also includes participation in international events and humanitarian campaigns, extending DEWA's positive impact beyond the UAE. Together, these efforts reinforce DEWA's commitment to humanitarian values, community support and a culture of shared responsibility.

Sustainability Pillar – This pillar reinforces DEWA's commitment to environmental stewardship and long term sustainability. It includes a range of environmental initiatives that protect natural resources, enhance ecosystem resilience and support the transition to a low carbon future. DEWA also advances green economy initiatives, promoting clean energy adoption, green investments and alignment with Dubai and the UAE's sustainability strategies. In addition, environmental awareness programmes educate and empower the community, employees and partners to adopt responsible consumption and environmental practices. Together, these efforts strengthen DEWA's leadership in sustainability and contribute to a more resilient, environmentally conscious society.

These partnerships are rooted in DEWA's core values, which emphasise stakeholder happiness, sustainability, innovation, excellence and strong governance.

Through this aligned and integrated approach, DEWA continues to advance impactful initiatives that enhance societal well being and support the organisation's broader strategic mission.

This framework is built on a structured approach that includes needs identification, strategic planning, disciplined implementation and rigorous measurement and review, supported by a commitment to continuous learning and improvement. Guided by the principles of the Global Reporting Initiative (GRI), it ensures the long term sustainability and effectiveness of DEWA's social and environmental outcomes. The framework is anchored around three core pillars: environmental sustainability, social sustainability, and economic sustainability.

These pillars form a strong foundation aligned with the United Nations Sustainable Development Goals (SDGs) 2030, underscoring DEWA's enduring commitment to supporting global sustainability priorities.

DEWA's comprehensive CSR initiatives span a wide range of focus areas, reflecting its holistic approach to corporate responsibility. These efforts include supporting local communities, expanding educational opportunities, empowering employees, promoting gender equality and advancing waste reduction initiatives. Through this diverse portfolio of programmes, DEWA reaffirms its commitment to driving positive societal impact while upholding its core values of sustainability, innovation and excellence.

DEWA's strong commitment to corporate social responsibility has earned widespread recognition both locally and internationally. In 2025, DEWA achieved first place in the Public Sector Category at the Arabia CSR Awards for the 11th consecutive year.

DEWA's commitment to sustainability excellence was formally acknowledged through the awarding of the Committed to Sustainability Certificate by the European Foundation for Quality Management (EFQM) in 2021, reflecting the organisation's adherence to internationally recognised standards of sustainable performance.

Additionally, DEWA's strong brand equity was reaffirmed through its ranking as the third most valuable utility brand in the Middle East and the third fastest growing brand in the UAE, as reported in the 2022 annual assessment by Brand Finance.

These accolades highlight DEWA's steadfast commitment to setting the benchmark for sustainability practices while actively contributing to the achievement of the SDGs.

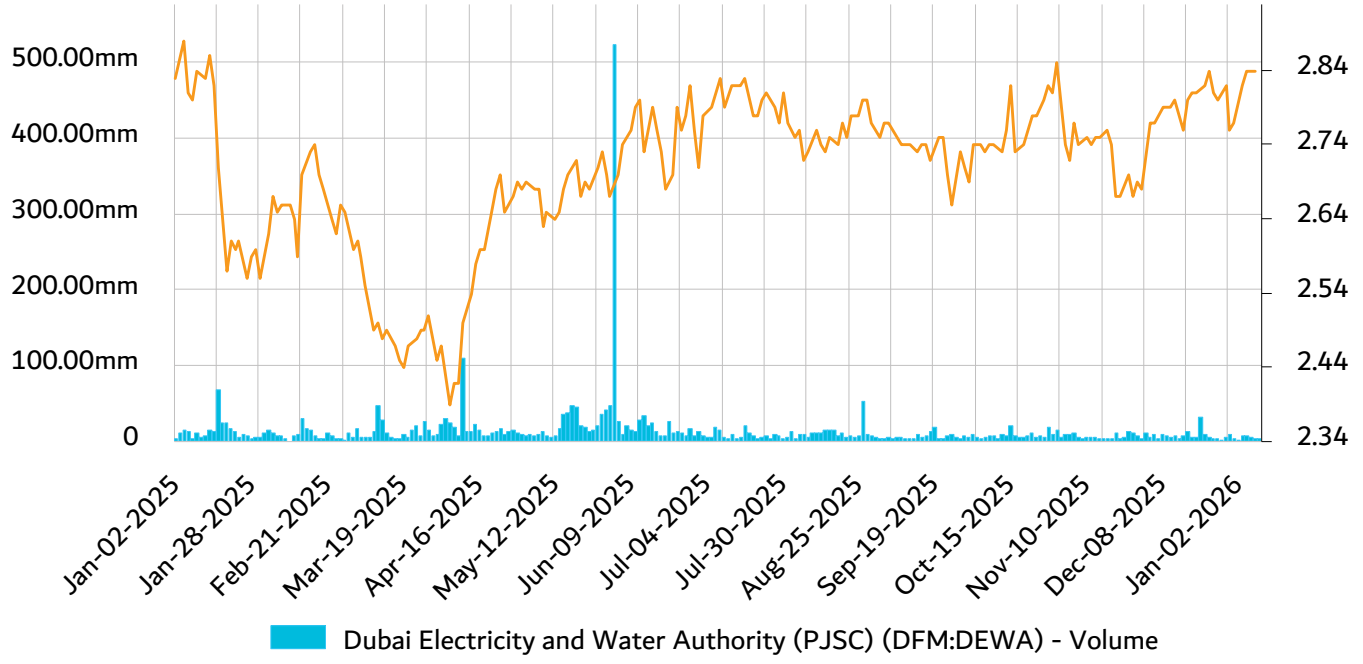
DEWA's CSR framework demonstrates its strong commitment to social empowerment, community development, humanitarian support and environmental sustainability. Through its four strategic pillars and partnerships across government, the private sector and civil society, DEWA delivers high impact initiatives that enhance societal well being and support national priorities. Guided by GRI principles and aligned with the UN SDGs, DEWA continues to uphold excellence, strengthen stakeholder trust and advance its vision for a sustainable and inclusive future.

GENERAL INFORMATION

STATEMENT OF THE COMPANY'S SHARE PRICE PERFORMANCE IN THE MARKET DURING 2025

Month	Highest price	Lowest price	Closing price
January 2025	2.88	2.56	2.56
February 2025	2.74	2.59	2.65
March 2025	2.61	2.44	2.51
April 2025	2.70	2.39	2.68
May 2025	2.73	2.63	2.67
June 2025	2.82	2.68	2.82
July 2025	2.83	2.71	2.77
August 2025	2.80	2.72	2.77
September 2025	2.77	2.66	2.71
October 2025	2.85	2.69	2.85
November 2025	2.77	2.67	2.68
December 2025	2.84	2.76	2.77

PERFORMANCE OF THE COMPANY'S SHARES IN 2025



STATEMENT OF THE SHAREHOLDERS' OWNERSHIP DISTRIBUTION AS OF 31 DECEMBER 2025

Country	Type of investor/ shareholders	Number of shares	Percentage
UAE	Government	41,186,264,116	95.26%
	Company	4,409,830,714	
	Individual	1,336,414,557	
	Bank	595,966,170	
	Institution	19,620,704	
	Other	82,807,266	
Unites States of America	Individual	3,303,720	1.83%
	Company	911,863,716	
Norway	Individual	20,886	0.65%
	Company	326,192,457	
Other Nationalities	Government	21,328,007	2.26%
	Company	788,199,567	
	Individual	296,684,243	
	Bank	19,517,676	
	Institution	6,154	
	Other	1,980,047	
Grand Total		**50,000,000,000**	**100%**

STATEMENT OF SHAREHOLDERS WHO OWN 5% OR MORE OF THE COMPANY'S CAPITAL AS ON 31 DECEMBER 2025

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 2025

Share (s) ownership	Number of shareholders	Number of owned shares	Percentage of owned shares
Less than 50,000	47,824	152,059,133	0.30%
Between 50,000 and 500,000	2,525	391,123,332	0.78%
Between 500,000 and 5,000,000	673	1,001,295,692	2.00%
More than 5,000,000	173	48,455,521,843	96.92%
Total	**51,195**	**50,000,000,000**	**100%**

STATEMENT OF EMIRATISATION PERCENTAGE

DEWA seeks to realise the vision of the wise leadership by contributing to the prosperity and sustainable development of the nation and its citizens through the adoption of best practices in Emiratisation. This is accomplished through the development of operational plans and strategies to enhance the participation of Emiratis across all sectors and support the achievement of their career aspirations through training, guidance and the provision of an attractive work environment.

DEWA's Emiratisation approach and commitment focus on providing national employees with a positive and supportive work environment, offering exceptional opportunities for learning and career growth. This section includes the parts below:

Emiratisation targets and actuals (in %) for the year 2022, 2023, 2024 and 2025:

DEWA has achieved excellent Emiratisation results and continues to enhance Emiratisation through an integrated strategy that includes innovative programmes and initiatives to attract, develop and train Emiratis across different fields. These include the DEWA Academy, scholarships programmes, leadership development programmes, the Happiness Strategy and many others.

KPI	2022		2023		2024		2025	
	Actual	Target	Actual	Target	Actual	Target	Actual	Target
Emiratisation Rate – Leadership	88.33%	89.05%	88.14%	89.05%	88.71%	89.05%	90.32%	90.07%
Emiratisation Rate – Management	70.10%	61.46%	71.01%	71.10%	70.76%	71.10%	71.05%	71.47%
Emiratisation Rate – Non Supervisory	32.33%	40.79%	31.26%	33.33%	29.73%	33.33%	30.67%	30.08%

Emirati attrition rate for 2022, 2023, 2024 and 2025:

KPI	2022		2023		2024		2025	
	Actual	Target	Actual	Target	Actual	Target	Actual	Target
Emirati attrition rate (Turnover Rate)	1.25%	2%	1.66%	2%	1.23%	2%	2%	2.4%

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 employees who are UAE nationals.

INVESTORS RELATIONS

Through the year, DEWA's Investor Relations publishes earnings, issues releases and arranges briefings and conference calls to raise investor awareness globally about the company's attractive value proposition among listed companies and 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's Head of Investor Relations: Mr. Aakash Nijhawan

DEWA's Investor Relations Email: dewainvestors@dewa.gov.ae

DEWA's Investor Relations Website: https://www.dewa.gov.ae/en/investor-relations

MAJOR EVENTS AND DISCLOSURES IN 2025

DEWA distributed an amount of AED 6.20 billion to its shareholders as dividends during the year 2025.

Report of the Audit and Risk Committee of DEWA's Board of Directors for 2025

- The Committee, chaired by Saeed Mohammad Al Sharid, held five meetings in 2025, attended by the two Committee members, with the participation of HE Saeed Mohammed Al Tayer, MD & CEO of DEWA, other executive management representatives and the external auditor, KPMG.
- The first meeting was held on 7 February 2025, during which the Committee reviewed the initial unaudited financial statements prior to their submission to the Board of Directors for approval of publication in accordance with the disclosure and transparency rules approved by the Capital Market Authority. The Committee also reviewed the Internal Audit Department's report and the results of the independent external evaluation of the department's operations, in which the department received the highest rating for its compliance with internal audit standards. The Committee further reviewed the Internal Audit Department's overall conclusion regarding the effectiveness of DEWA's governance, risk management and internal controls for 2024, as well as the department's 2024 organisational independence report.
- On 27 February 2025, the Committee held its second meeting, during which it reviewed the external auditor's report and the consolidated financial statements for the financial year ending December 2024. The Committee also reviewed the latest updates regarding the requirements for the effectiveness of Internal Control over Financial Reporting (ICFR), as approved by the Board of Directors based on the recommendation of the Audit and Risk Committee. The Committee recommended the reappointment of the external auditor and the determination of their fees for the financial year ending 31 December 2025, and submitted this recommendation to the Board of Directors for inclusion in the agenda of the General Assembly.
- On 7 May 2025, during its third meeting, the Committee discussed the external auditor's report and the consolidated financial statements for the first quarter of 2025. It also reviewed the presentation by the Internal Audit Department for the first quarter of 2025, during which the department confirmed that it had achieved its performance indicators and completed the required audit tasks for that quarter.
- On 5 August 2025, the Committee held its fourth meeting, during which it reviewed the financial statements for the first half of 2025 and submitted them to the Board of Directors for approval. The Committee also reviewed the Internal Audit Department's report for the same period. In addition, it discussed developments related to the implementation of the Internal Control over Financial Reporting (ICFR) framework.
- On 10 November 2025, the Committee held its fifth and final meeting of the year. During this meeting, the Committee discussed the external auditor's report and the consolidated financial statements for the third quarter of 2025, as well as the external auditor's audit plan for 2025. The Committee also reviewed the Internal Audit Department's report for the third quarter of 2025, approved the risk-based audit plan for 2026, and discussed the conduct of an external audit quality assessment. The Committee was also informed that the Capital Market Authority had extended the first phase of implementing the requirements for preparing and assessing Internal Control over Financial Reporting (ICFR) until the end of 2026.
- During this final meeting, the external auditor, KPMG, presented a report on its independence and effectiveness, confirming that the audit process was conducted in accordance with International Financial Reporting Standards (IFRS). KPMG has served as the company's auditor since it became a public joint stock company in 2022.
- The Committee recommended the reappointment of KPMG for the 2025 financial year. This recommendation was approved by the Board of Directors and adopted by the General Assembly at its annual meeting.
- Based on the reports submitted to the Committee by the Internal Audit Department and the external auditor, the Committee identified no shortcomings or weaknesses in either internal controls or risk management that would require follow-up.
- The Company confirms its commitment to complying with all applicable laws and regulations in its transactions. No related-party transactions were presented to the Committee during the reporting period.



Director of the Audit and Risk Committee

Thank you for taking the time to go through **DEWA's integrated report 2025**. We hope it has met your expectations.



H.E. Majid Hamad Rahma Al Shamsi

Chairman of the Board



H.E. Saeed Mohammad Al Tayer

Vice Chairman,
MD & CEO of DEWA



H.E. Saeed Mohammed Al Sharid

Audit and Risk Committee Chairman



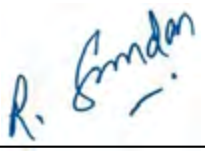
Mr. Hilal Khalfan Bin Dhaher

ESG, Nomination and Remuneration Committee Chairman



Eng. Waleed Bin Salman

EVP - Business Development and Excellence



Mr. Ranganathan Sundar

Chief Financial Officer