حكومة دبي
GOVERNMENT OF DUBAI

هيئة كهرباء ومياه دبي
Dubai Electricity & Water Authority

DEWA SUSTAINABILITY REPORT

2025

In achieving climate neutrality in the UAE by 2050, we aim to develop an approach that both drives sustainable economic growth and is an exemplar of working together to achieve a better future for humanity

His Highness

Sheikh Mohamed bin Zayed Al Nahyan

President of the United Arab Emirates

The UAE has a clear vision to transform itself into one of the world's most sustainable nations. Our journey towards sustainability is comprehensive, encompassing advanced clean energy projects across diverse renewable sources, and innovative solutions integrated into various spheres of the economy and society

His Highness

Sheikh Mohammed bin Rashid Al Maktoum

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

MESSAGE

H.E. SAEED MOHAMMED AL TAYER
Vice Chairman of the Board of Directors
MD & CEO
Dubai Electricity and Water Authority (PJSC)

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.

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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%**

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 11,391 MW**
- 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**
- **Đ11.8 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

ABOUT DEWA PJSC

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DEWA (PJSC) & REPORTING PRACTICES

ABOUT DEWA

(GRI 2-1, GRI 2-6, EU3)

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.

SUSTAINABILITY REPORTING AT DEWA

(GRI 2-2, 2-3)

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***

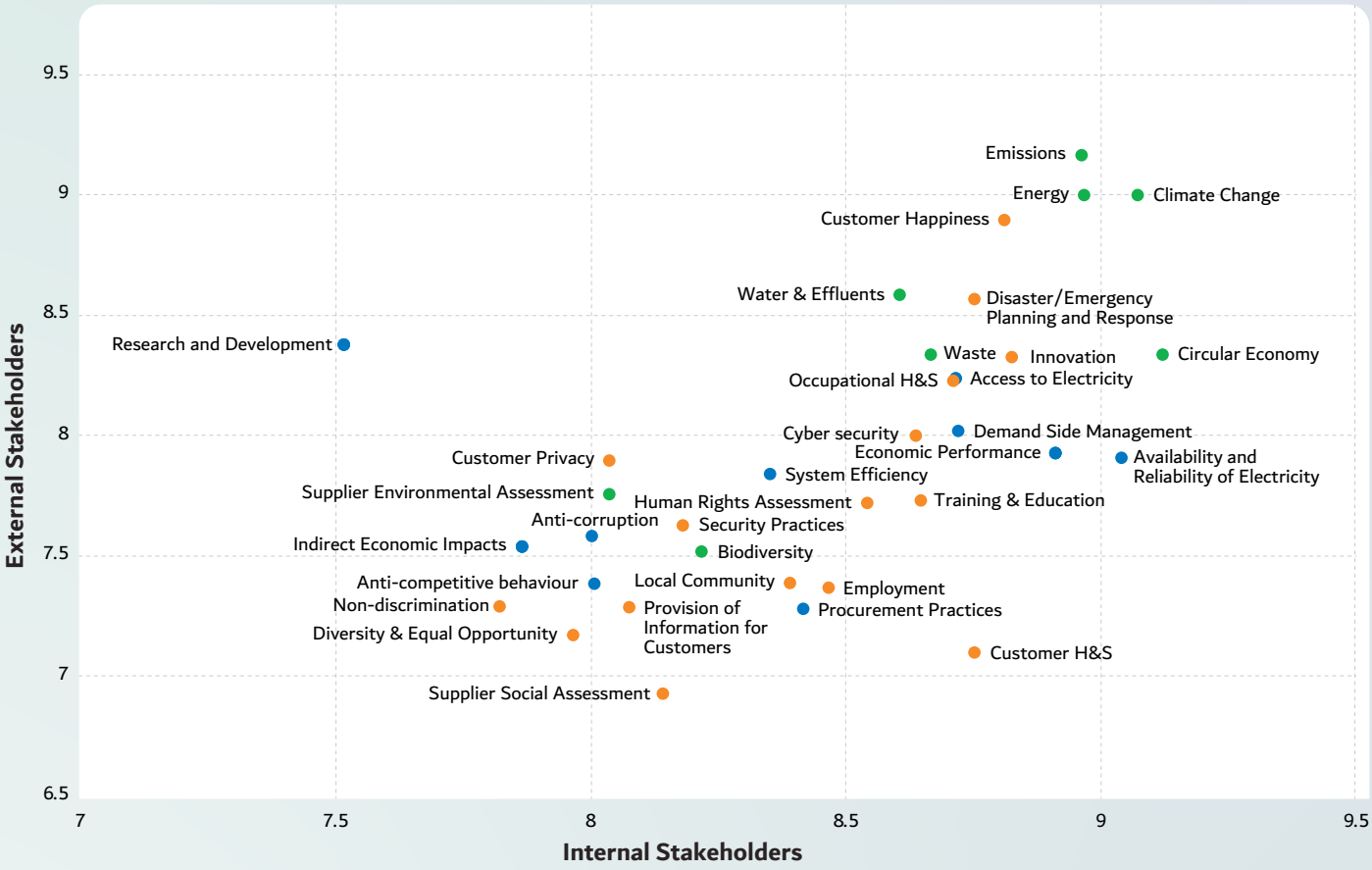
MATERIALITY ASSESSMENT

(GRI 2-2, 2-3)

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:

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

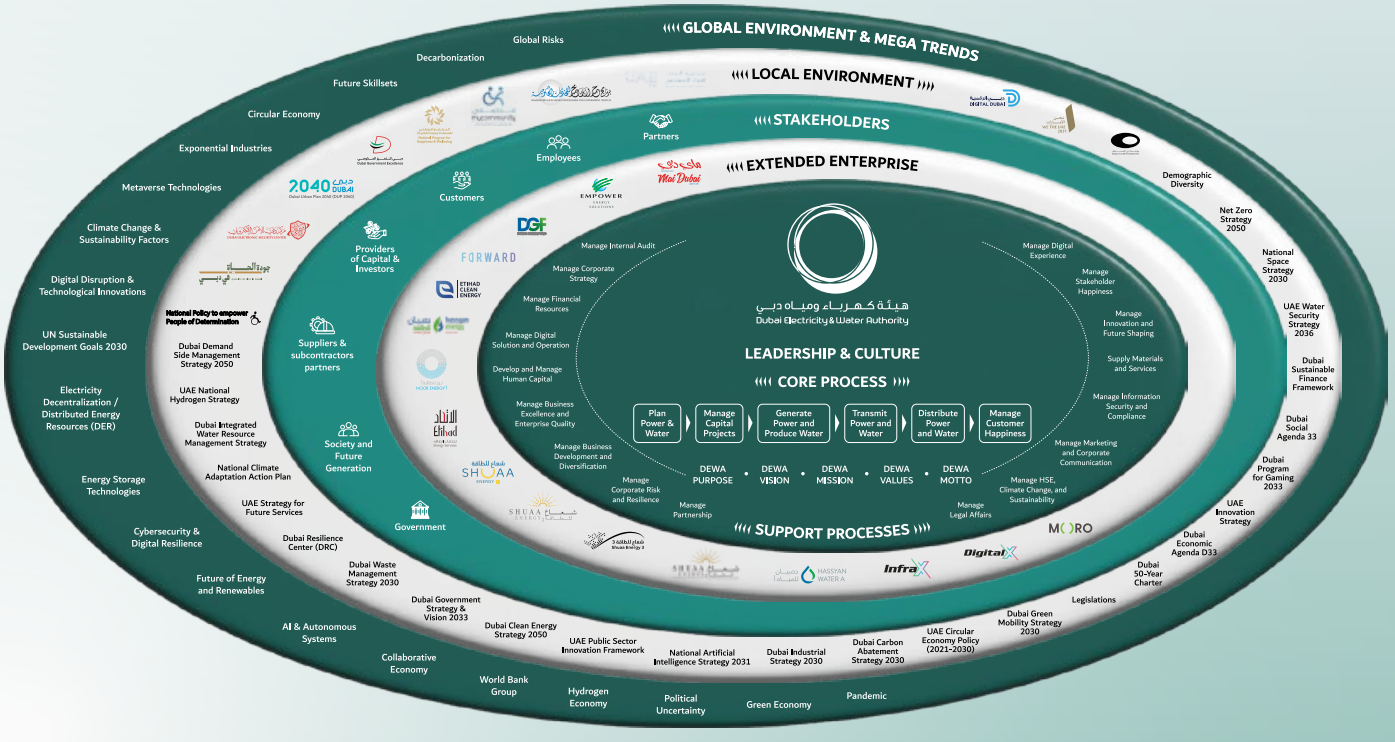
DEWA aligns its strategies, initiatives and investments with the priorities of Dubai and the UAE, contributing to community development, economic growth, environmental sustainability and national development agendas.

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

(GRI 2-23, 2-24, 2-25)

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:

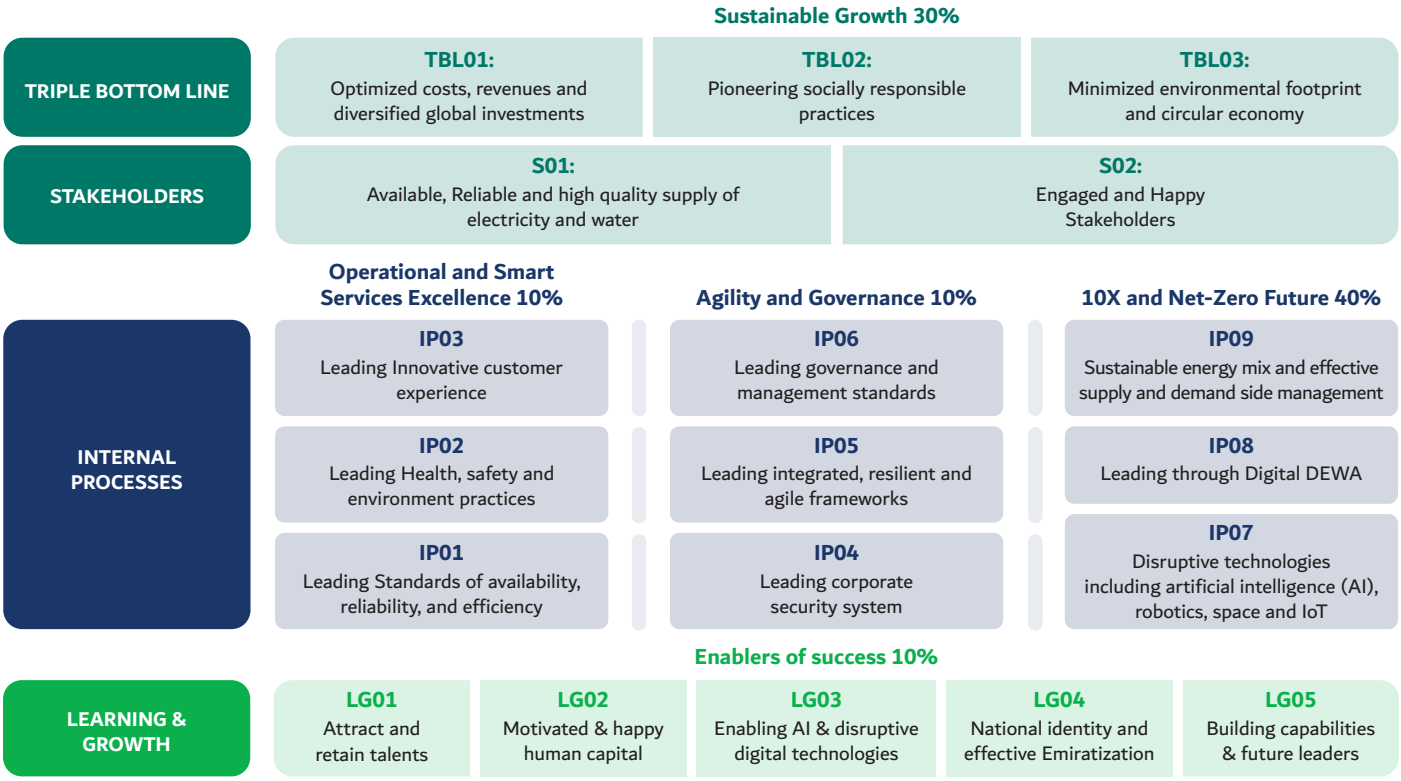
Implement corporate and divisional strategies and assess implementation progress, including both performance (KPIs) and strategic initiatives.

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

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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.

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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 19 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 ฿10 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.

DEWA'S GOOD GOVERNANCE

(GRI 2-9, 2-10, 2-11, 2-12, 2-14, 2-15, 2-16, 2-17, 2-18)

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 DFM.

To ensure continued effectiveness, DEWA's corporate governance system is subject to regular external assessments and benchmarks with leading international organisations. The board 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.

For more information on ***DEWA's Corporate Governance framework,*** *please scan the below QR code:*

EMPLOYEE GRIEVANCES AND COMPLAINTS

(GRI 2-25)

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

(GRI 2-26)

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
(GRI 2-28)

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
(GRI 2-23)

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:*

VALUE CHAIN & OTHER BUSINESS RELATIONSHIPS

(GRI 2-6)

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

(GRI 3-3, 204-1, 308-2)

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

(EU3)

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 Vehicles (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 HH Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, to enhance Dubai's leadership in serving people, 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

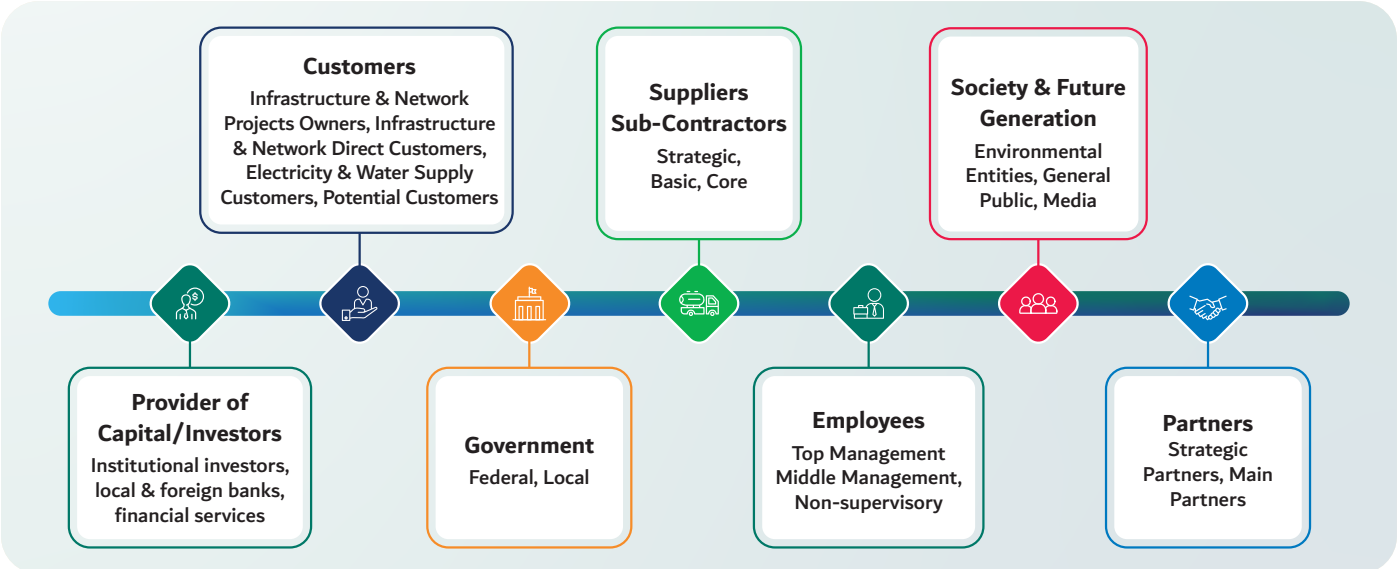
(GRI 2-29)

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.

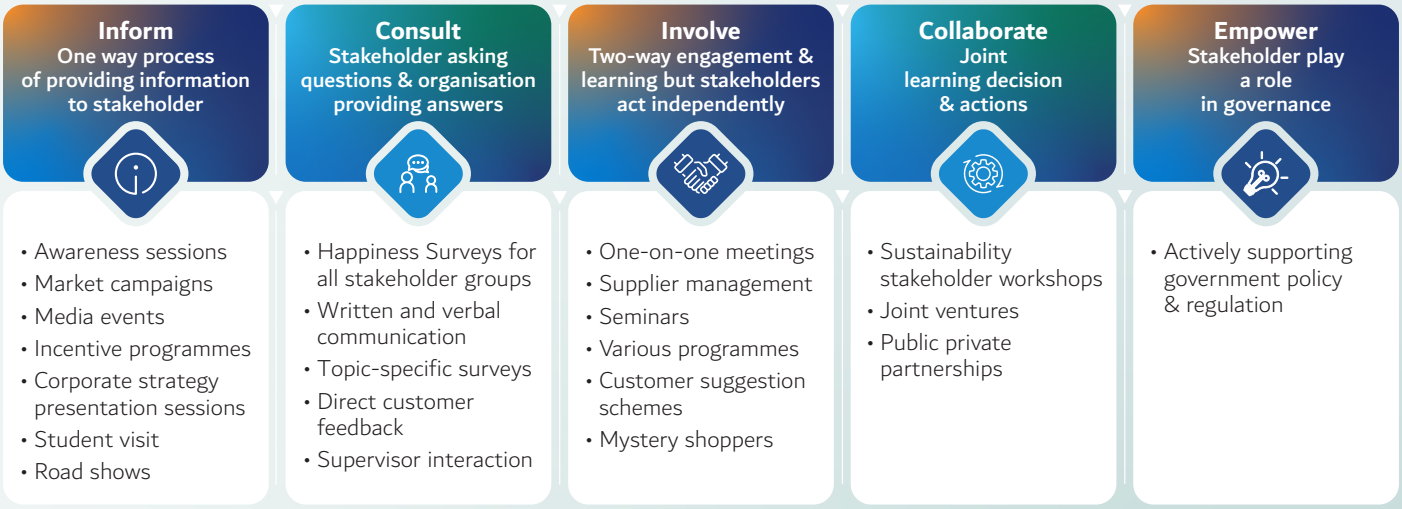
This commitment is reinforced through continuous measurement of stakeholder happiness levels, allowing DEWA to make timely and responsive improvements. Together, these efforts support DEWA's mission to represent the UAE globally and create sustainable value for all stakeholders.

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%

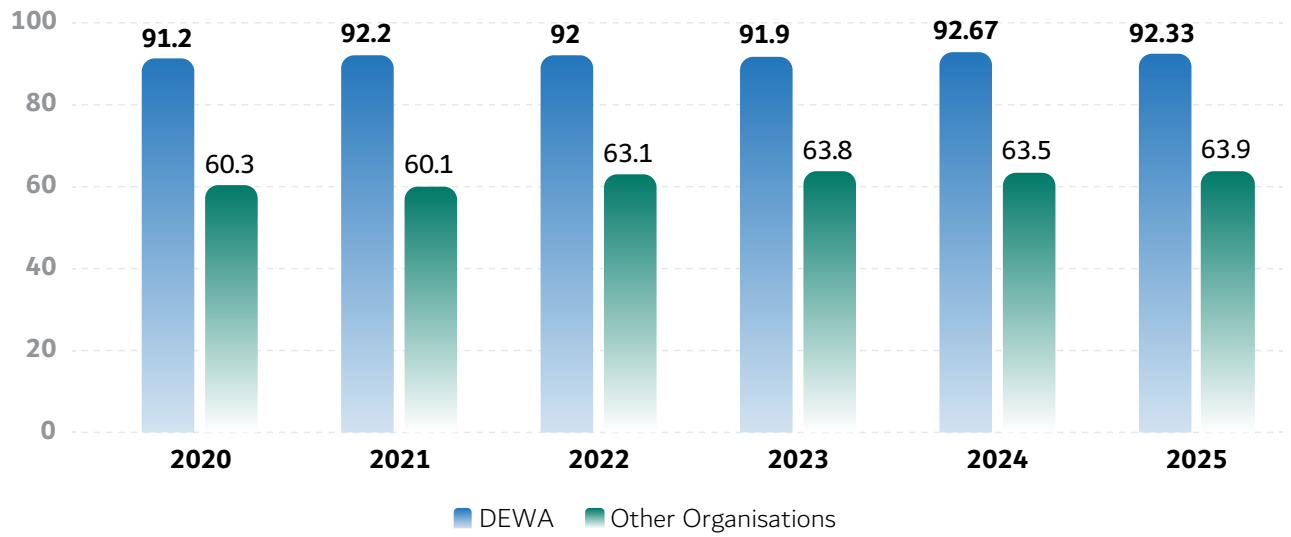
SUSTAINABILITY CULTURE INDICATOR (SCI)

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

_02

ECONOMIC PERSPECTIVE

KEY FACTS ABOUT DEWA'S FINANCIAL PERFORMANCE

ECONOMIC PERFORMANCE

(GRI 2-1, 201-1)

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**	**Đ8,634 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

(GRI 3-3, EU2, EU10)

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

(GRI 3-3, EU28, EU29, EU30)

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%**

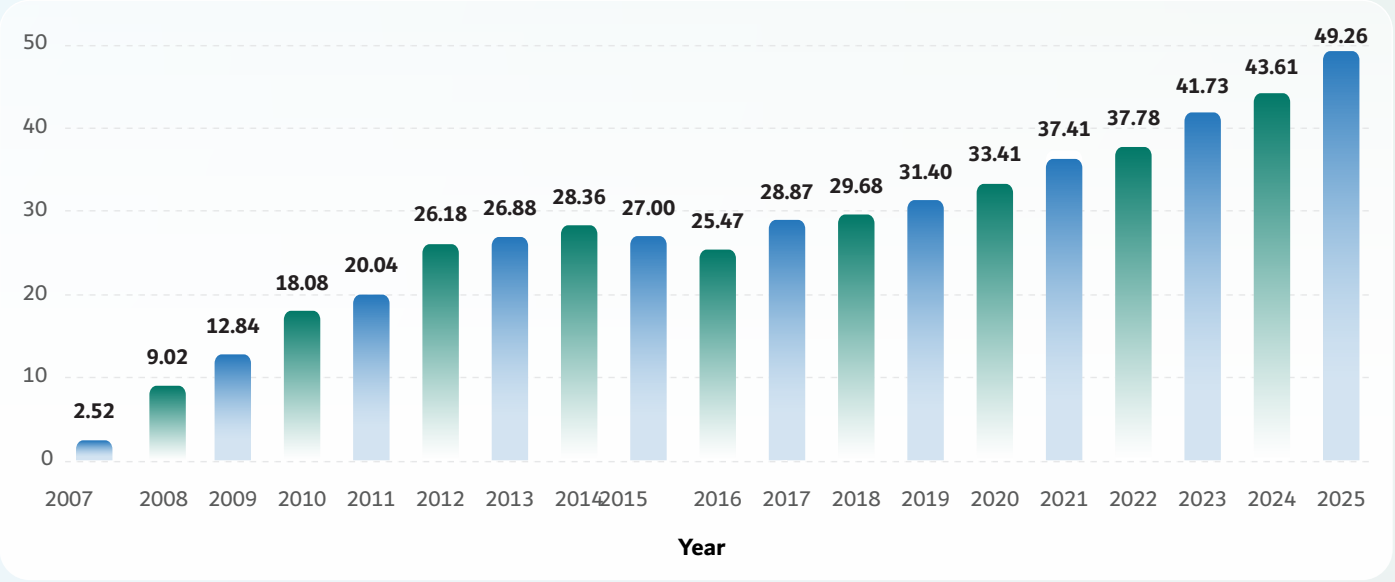
SUPPLY SIDE EFFICIENCY

(GRI 3-3, EU11)

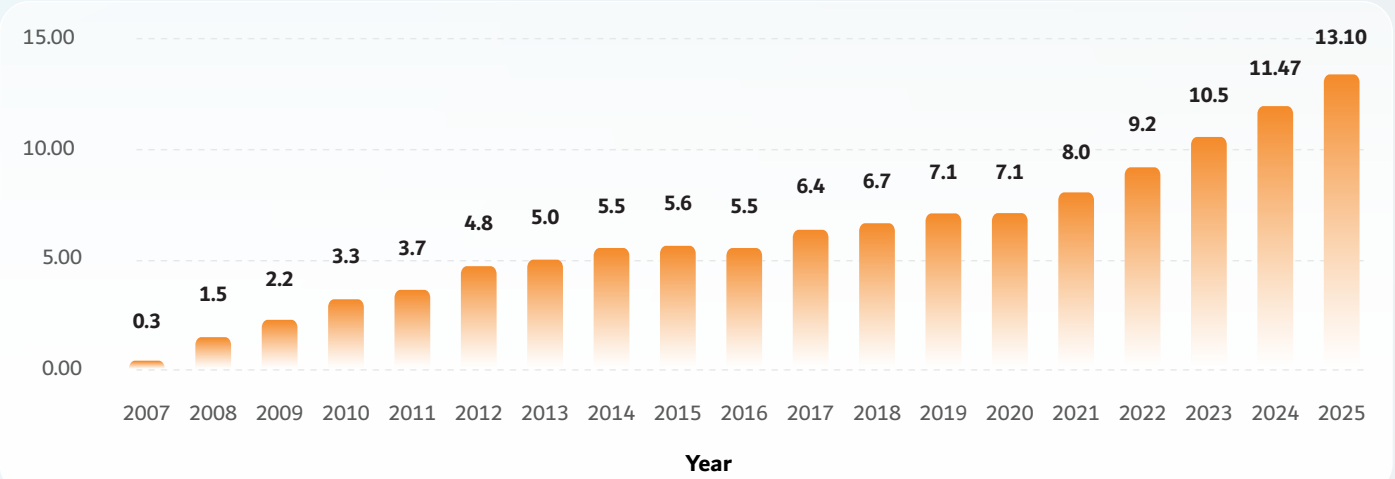
DEWA enhances the efficiency of its electricity and water production by utilising co-generation systems, where heat recovery steam generators capture waste heat from gas turbines to generate additional electricity and power the MSF desalination process.

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

(GRI 3-3, EU4, EU12)

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 132kV transmission substations increased to 367, while 400kV substations remained at 27, compared with 2024.

Compared to 2024, the transmission line network was extended significantly at the 132kV level, reaching 483km of overhead lines and 2,868km of underground lines. The 400kV 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
132kV (Nos.)	319	334	348	360	367
400kV (Nos.)	25	27	27	27	27

Length of Transmission Lines (EU4)

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

POWER DISTRIBUTION

By the end of 2025, DEWA's distribution network had expanded to 61 33kV 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
11-6.6kV	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
	11-6.6kV	606.4	613.28	607.29	597.51	589.16
Underground Lines (km)*	33kV	2,108	2,000.44	1,965.71	1,843.91	1,787.75
	11-6.6kV	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.

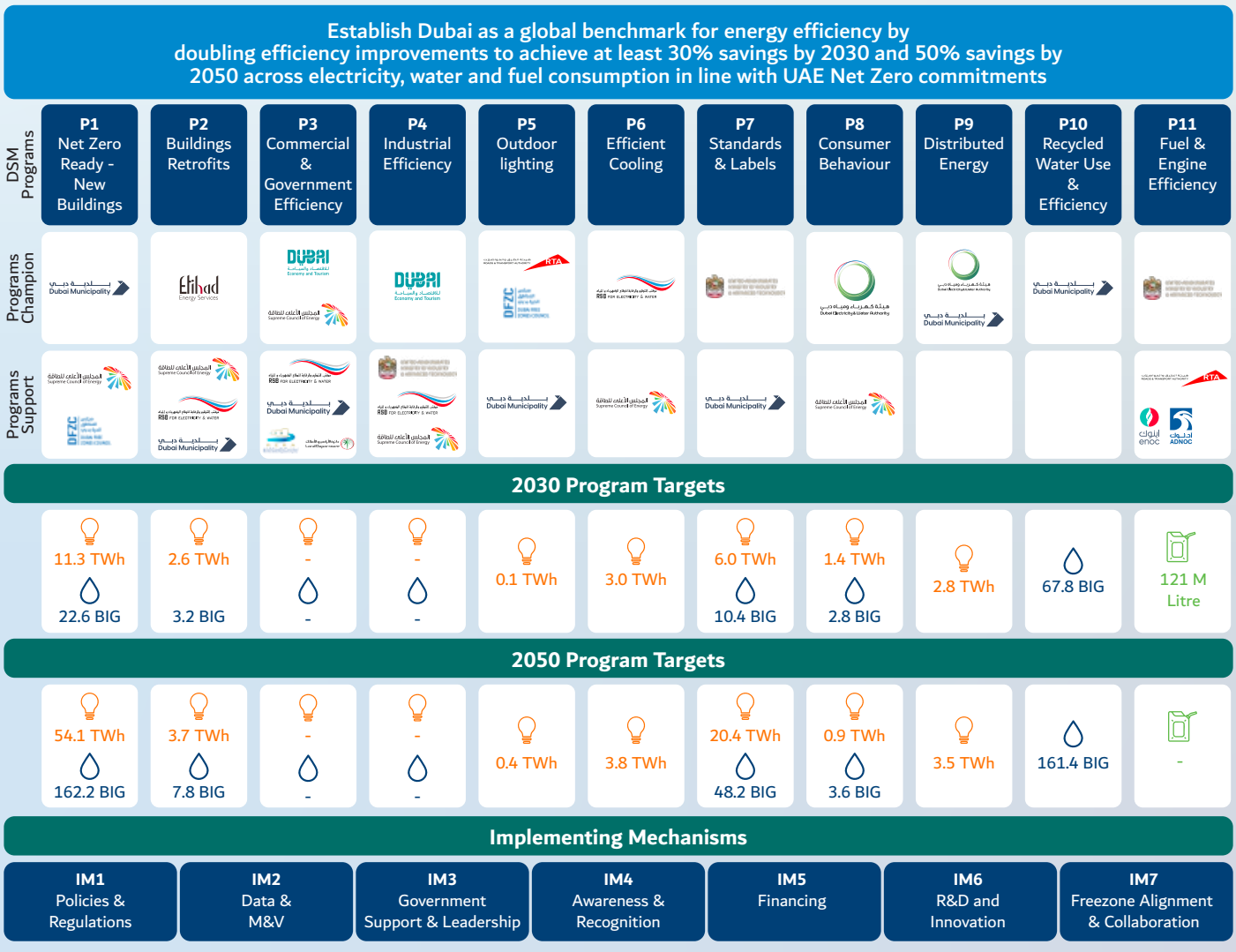
For further insights into DEWA's Smart Grid, kindly scan the QR code.

DEMAND SIDE MANAGEMENT

(GRI 3-3)

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.



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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.

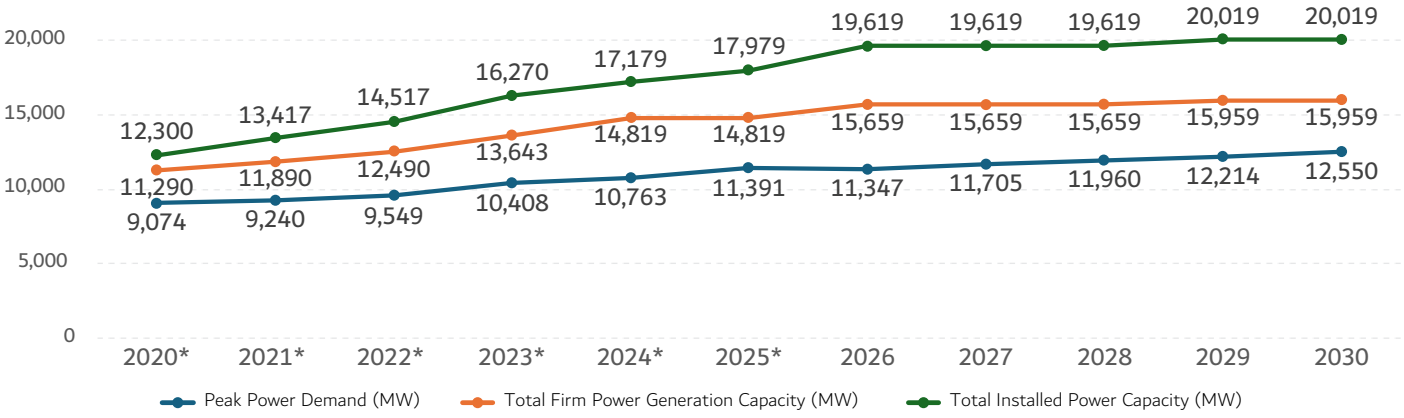
Powered by AI and behavioural science, and has unique features such as an interactive dashboard for benchmarking usage, a consumption profile survey to improve comparison accuracy, monthly consumption reports and tailored tips to help customers take positive steps towards more efficient electricity and 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
(EU10)

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

(GRI 3-3, EU10)

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 HE 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

(GRI 3-3)

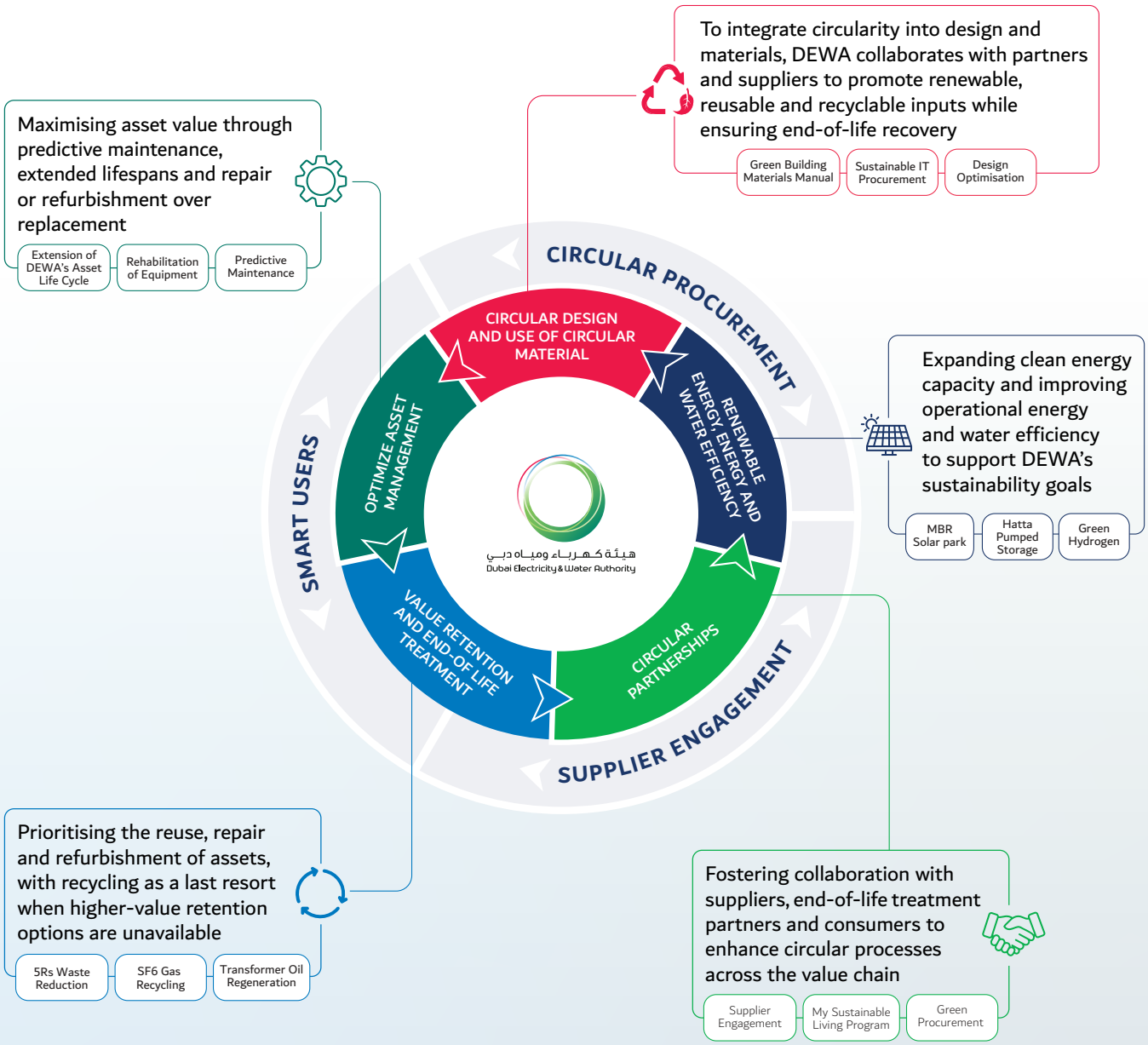
DEWA'S CIRCULAR ECONOMY STRATEGY & FRAMEWORK

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

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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
(GRI 3-3)

FOSTERING INNOVATION THROUGH PEOPLE, PROCESSES AND SYSTEMS

Innovation is central to DEWA's pursuit of excellence and sustainability, guided by the vision of HH Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai. Through its Imagine, Design, Execute framework, DEWA drives innovation across core, adjacent and beyond business areas, improving reliability, efficiency, stakeholder satisfaction and revenue. This supports DEWA's strategic goals, including a 10x transformation, a net-zero future and contributions to AI, robotics, space exploration and IoT. DEWA's innovation efforts align with Dubai's vision to be the world's most innovative city, reinforcing its leadership in technology, sustainability and global utility standards. This report explores DEWA's integrated approach to innovation through its people, processes and systems.

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

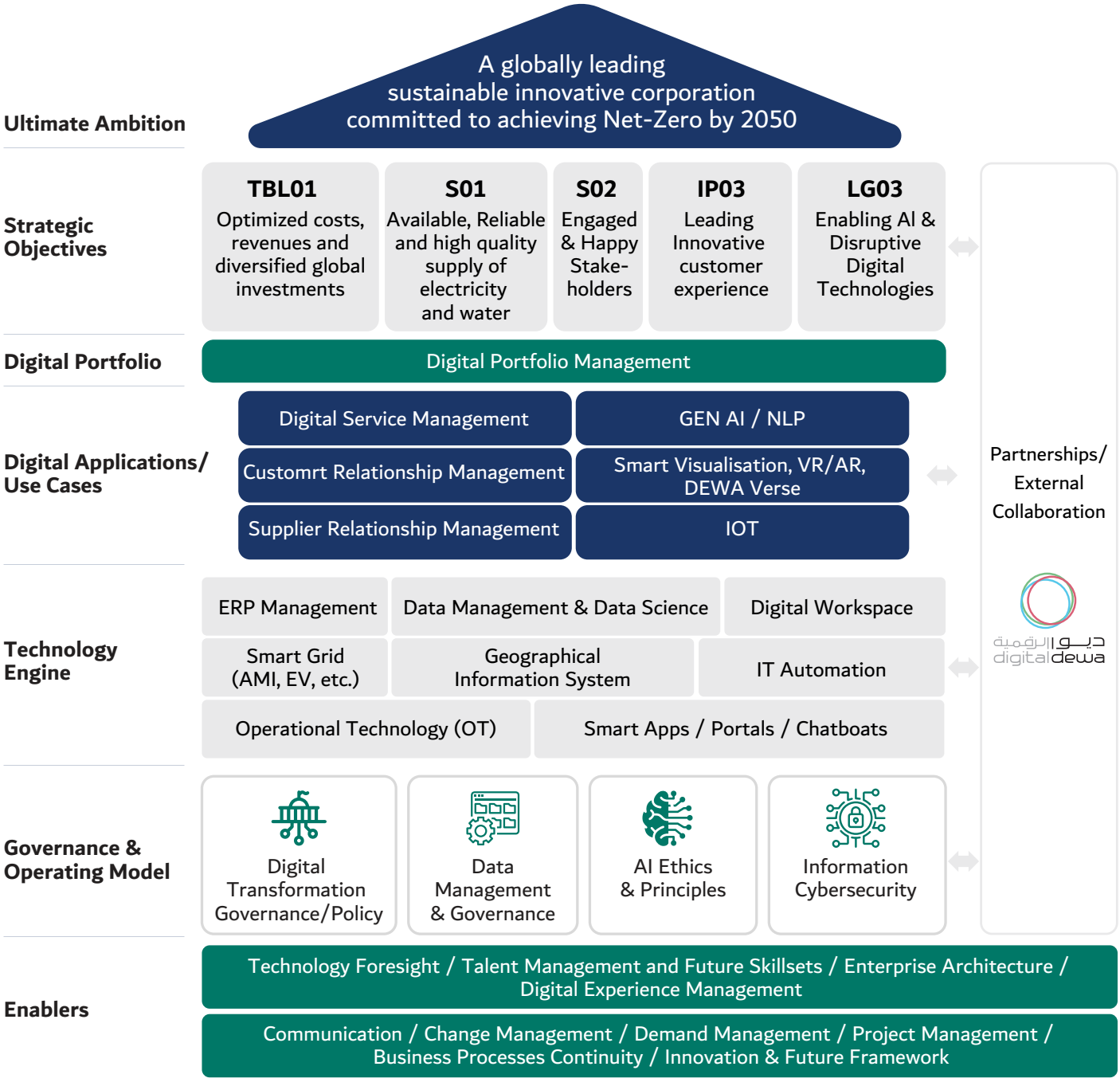
In 2025, DEWA advanced its digital transformation to drive greater sustainability, efficiency and customer value. Key infrastructure digitisation initiatives, such as the

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.



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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

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ENVIRONMENTAL PERSPECTIVE

ENERGY

(GRI 3-3, 301-1,302-4)

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 (EU1)

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, HH 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, HH 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, HH 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, HH 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, HH 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:

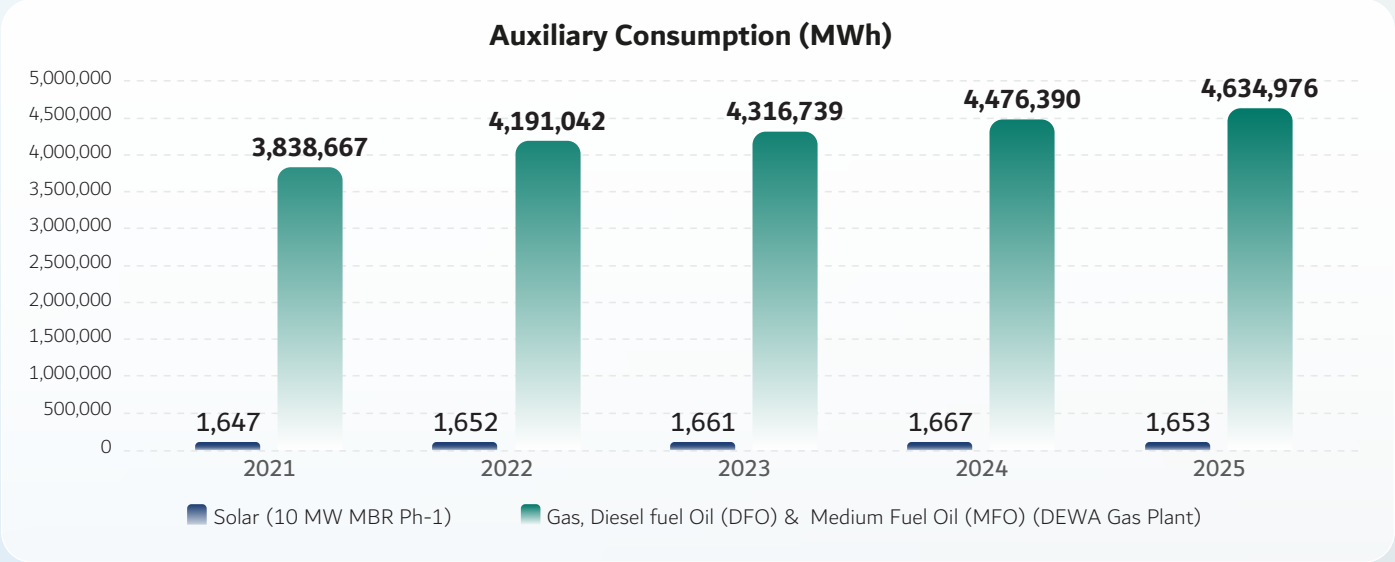
Phases	Phase 1	Phase 2	Phase 3	Phase 4	Phase 5	Phase 6	Phase 7
Status	**Completed**	**Completed**	**Completed**	**Completed**	**Completed**	**In progress**	**In progress**
Year of Completion	2013	2017	2020	2023	2023	2026	2029
Energy Generation (Installed Capacity)	13 MW	200 MW	800 MW	950 MW	900 MW	1,800 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

(GRI 302-4)

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

(GRI 3-3, 102-4, 305-1, 305-2, 305-3, 305-4, 305-5, EU5)

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

(GRI 3-3, 102-4, 102-5, 102-6, 102-7, 102-8, 305-1, 305-2, 305-3, 305-4, 305-5, EU5)

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.

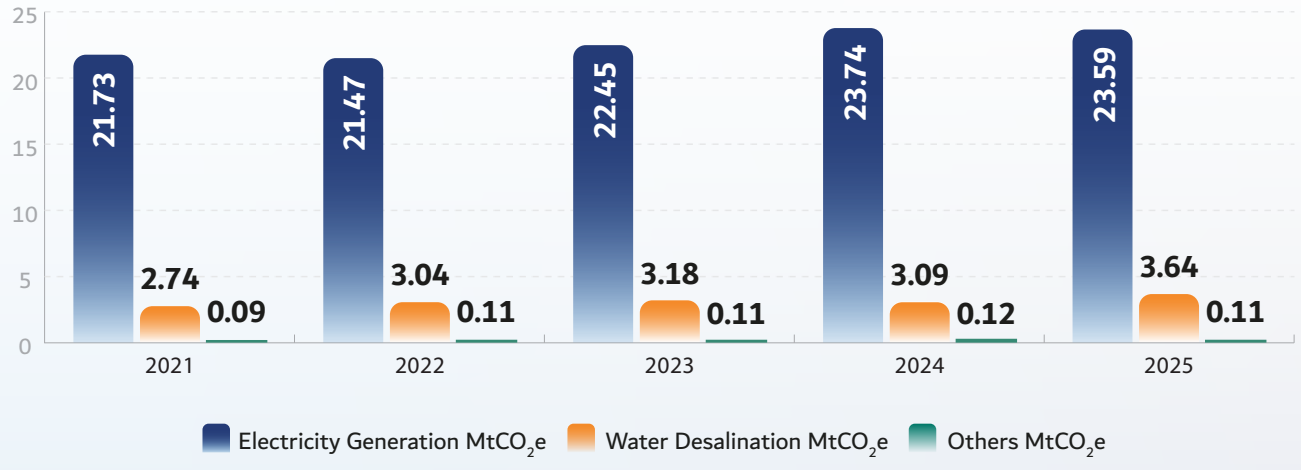
DEWA consolidates and monitors its GHG emissions using an operational control approach, quantifying them in terms of carbon dioxide equivalents. The quantification methodology multiplies GHG activity data by relevant emission factors, ensuring accuracy, completeness and transparency.

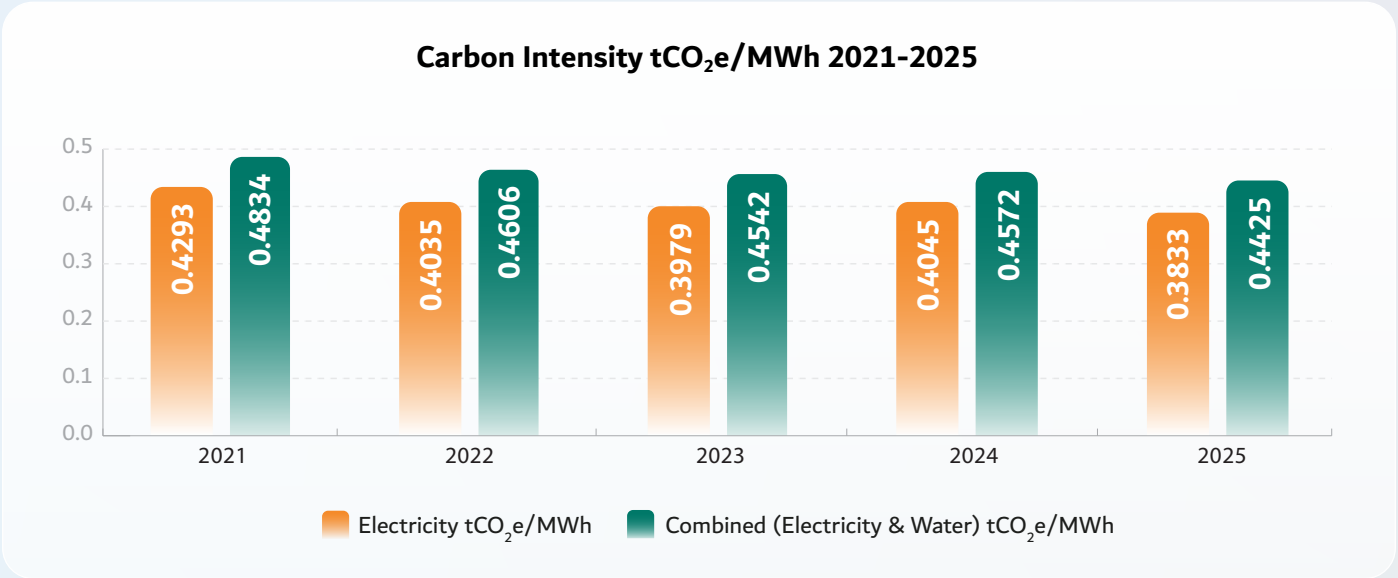
SUMMARY OF EMISSIONS

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





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

(GRI 305-7)

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

(GRI 302-1, 304-4)

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

(GRI 3-3, 303-1,303-2, 303-3, 303-4,303-5, 306-1, 306-5)

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

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Sl. No.	Particulars of Analysis	WHO Guideline Value (Max)	DEWA-JAPS JAPS Specification	DEWA-JAPS Typical Figure
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

(GRI 203-1)

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 (GRI 303-5)

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.

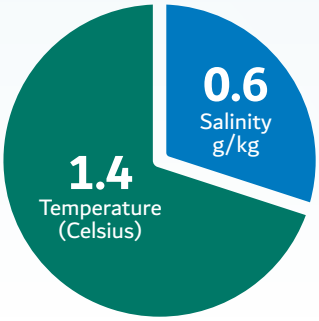
Type of effluent	Total volume (m3) discharge				
	2021	2022	2023	2024	2025
Processed water from power plant	1,654,577,150	1,698,174,459	1,744,355,921	1,646,907,036	1,732,070,318
Processed water from Desal plant	3,540,695,341	3,777,922,079	3,822,486,281	4,093,431,368	3,931,893,848
Water treatment plant 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

(GRI 101-1, 101-2, 101-5)

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

(GRI 3-3, 306-4, 306-5)

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

04_

SOCIAL PERSPECTIVE

EMPLOYMENT
(GRI 3-3)

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 20 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
(GRI 2-7, 2-8, 401-1, 404-1, 405-1, 406-1, EU15)

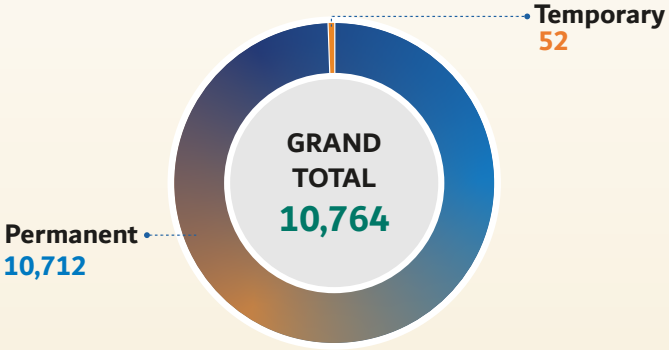
DEWA's workforce reflects a commitment to diversity, integrating UAE nationals and expatriates across all genders, cultures and educational backgrounds. The organisation prioritises the recruitment and development of local talent, resulting in a significant representation of UAE nationals within its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

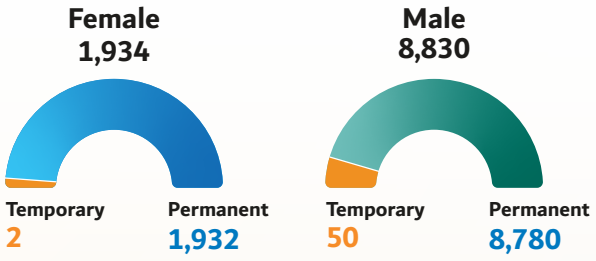
DEWA nurtures a culture that motivates employees to integrate innovation and excellence into their work, fostering sustainable long-term growth. The organisation ensures equal opportunities for all employees, regardless of gender, race, nationality, age or creed, in accordance with UAE government policies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

Total Number of Employees



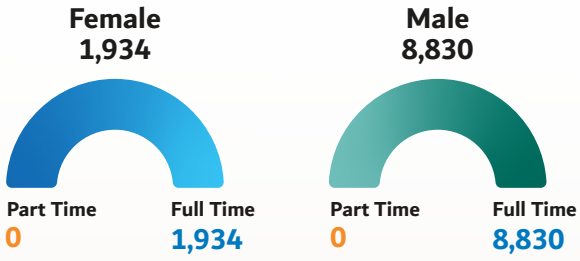
*DEWA doesn't have any non-guaranteed hours employees

Permanent & temporary employees breakdown by gender



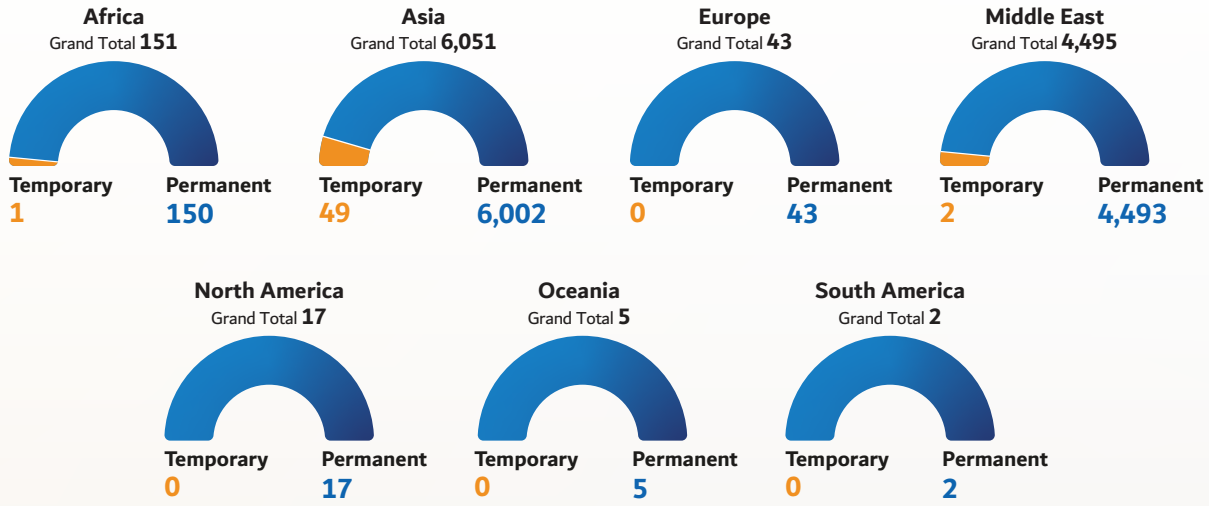
Total 10,764

Full-time and part-time employees breakdown by gender



Total 10,764

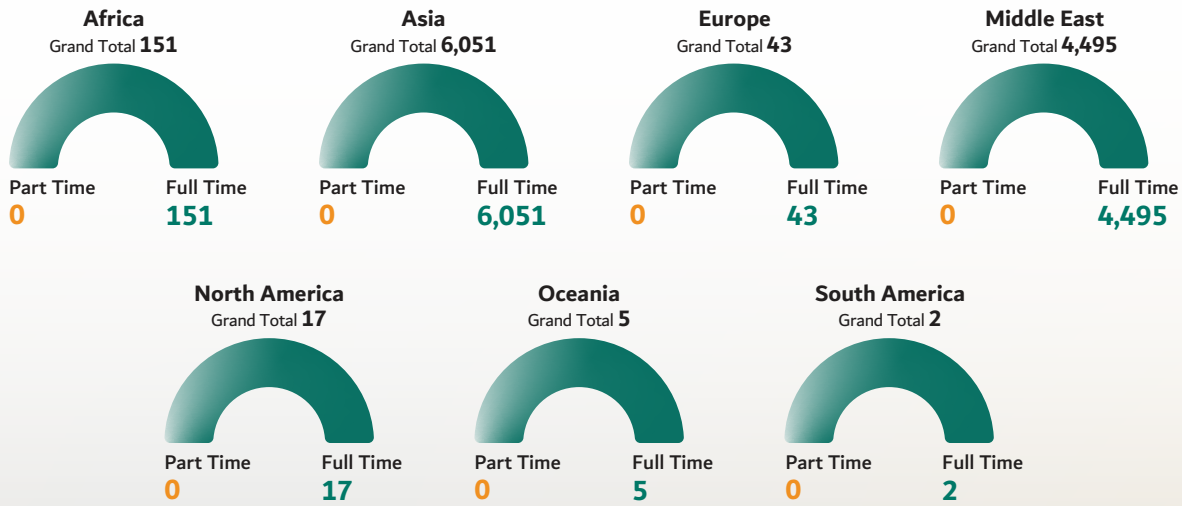
Permanent & temporary employees: breakdown by region



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

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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
(GRI 3-3, 401-2)

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
(GRI 401-3)

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
(GRI 405-1)

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
(GRI 3-3, 410-1)

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
(GRI 3-3, 418-1)

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	99.90%
% of Comments responded to within 3WDs	100%
% of Comments responded to within 5WDs	100%
Average Call Handle Handling Time (mm:ss) - Customer Care Center 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

(GRI 3-3,412-2,412-3)

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

(GRI 3-3, 404-1, 404-2,404-3)

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)

(GRI 3-3, 403-1)

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

(GRI 403-2)

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

(GRI 403-3, 403-6)

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

(GRI 403-4, 403-7)

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
(GRI 403-5)

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

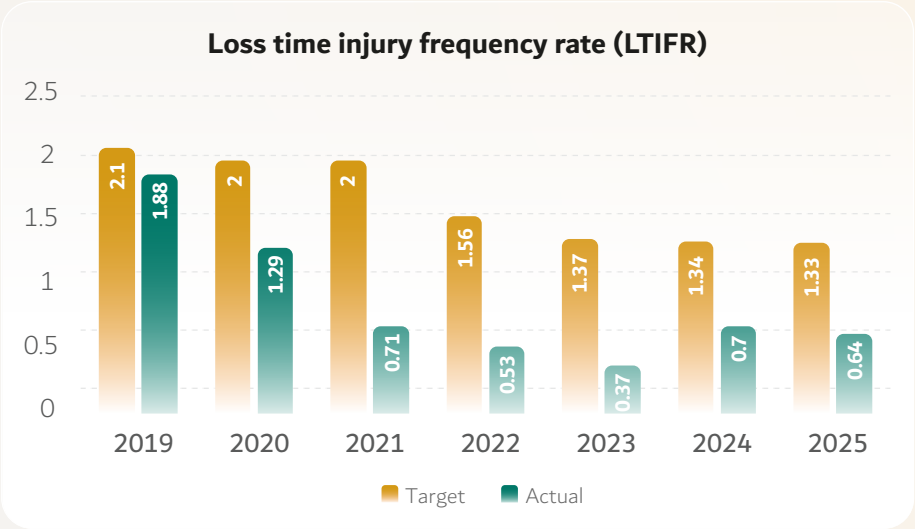
Year	Number
2019	1,786
2020	1,857
2021	2,416
2022	2,170
2023	2,036
2024	3,193
2025	**2,277**

DEWA'S RESPONSIBILITIES – WORK RELATED HAZARDS
(GRI 403-8, 403-9, 403-10)

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

(GRI 413-1)

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:

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

(GRI 3-3, G4)

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.

MATERIAL TOPICS AND THEIR BOUNDARIES

Material Topic	Material within the orgnisation or external	Relevant External Stakeholders					
		Customers	Suppliers	Partners	Community	Government	Investors
Economic							
Economic Performance	Both	✓	✓	✓		✓	✓
Indirect Economic Impact	Both	✓	✓	✓		✓	✓
Procurement Practices	Both		✓	✓	✓	✓	✓
Anti-Corruption	Both	✓	✓	✓	✓	✓	✓
Availability and Reliability of Electricity	Both	✓	✓	✓	✓	✓	✓
Demand Side Management	Both	✓		✓	✓	✓	✓
Research and Development	Both			✓		✓	✓
Access to Electricity	Both	✓	✓	✓	✓	✓	✓
System Efficiency	Both						✓
Environmental							
Energy	Both	✓	✓	✓	✓	✓	✓
Water and Effluents	Both	✓	✓	✓	✓	✓	✓
Emissions	Both	✓	✓	✓	✓	✓	✓
Biodiversity	Both	✓	✓	✓	✓	✓	✓
Waste	Both		✓	✓	✓	✓	✓
Supplier Environmental Assessment	Both	✓	✓	✓	✓	✓	✓
Climate Change	Both	✓	✓	✓	✓	✓	✓
Circular Economy	Both	✓	✓	✓	✓	✓	✓
Social							
Employment	Both				✓	✓	✓
Diversity and Equal Opportunity	Both						✓
Training and Education	Within					✓	✓
Occupational Health and Safety	Both		✓			✓	✓
Human Rights Assessment	Both		✓			✓	✓
Local Communities	Both				✓	✓	✓
Customer Health and Safety	Both	✓					✓
Disaster and Emergency Planning and Response	Both	✓	✓	✓	✓	✓	✓
Customer Happiness	Both	✓				✓	✓
Cyber Security	Both	✓		✓		✓	✓
Non-discrimination	Both	✓	✓	✓	✓	✓	✓
Innovation	Both	✓	✓	✓	✓	✓	✓
Customer Privacy	Both	✓	✓	✓		✓	✓
Security Practices	Both	✓	✓	✓		✓	✓
Provision of Information	Both	✓	✓	✓	✓	✓	✓

GRI CONTENT INDEX 2025

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Disclosure	Description	Page	SDGs Linkage to GRI
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EU11	Average generation efficiency of thermal plants by energy source and by regulatory regime **(GRI G4 Sector Disclosures 2013 Electric Utilities)**	32-33	7.3; 8.4; 12.2; 13.1; 14.3
EU4	Length of above and underground transmission and distribution lines by regulatory regime **(GRI G4 Sector Disclosures 2013 Electric Utilities)**	33-34	
EU12	Transmission and distribution losses as a percentage of total energy **(GRI G4 Sector Disclosures 2013 Electric Utilities)**	33-34	7.3; 8.4; 12.2; 13.1; 14.3
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EU28	Power outage frequency **(GRI G4 Sector Disclosures 2013 Electric Utilities)**	31-32	1.4; 7.1
EU29	Average power outage duration **(GRI G4 Sector Disclosures 2013 Electric Utilities)**	31-32	1.4; 7.1
EU30	Average plant availability factor by energy source and by regulatory regime **(GRI G4 Sector Disclosures 2013 Electric Utilities)**	31-32	1.4; 7.1
Anti-corruption			
3-3	Management of material topics	20	16.5

Disclosure	Description	Page	SDGs Linkage to GRI
MATERIAL TOPIC – ENVIRONMENTAL			
Energy			
3-3	Management of material topics	45	8.4
302-1	Energy consumption within the organisation	45	7.2; 7.3; 8.4
302-4	Reduction of energy consumption	45, 48-49	7.3; 8.4; 12.2; 13.1
Water & effluents			
3-3	Management of material topics	57-59	6.4; 6.5; 12.2
303-1	Interactions with water as a shared resource	57-59	6.3; 6.4; 6.a; 6.b; 12.4
303-2	Management of water discharge-related impact	57-59	6.3
303-3	Water withdrawal	57-59	6.4
303-4	Water discharge	57-59	6.3
303-5	Water consumption	57-59, 62	6.4
Biodiversity			
3-3	Management of material topics	64-65	
101-1	Policies to halt and reverse biodiversity loss	64-65	
101-2	Management of biodiversity impacts	64-65	
101-5	Locations with biodiversity impacts	64-65	
Emissions			
3-3	Management of material topics	50-54	
305-1	Direct (Scope 1) GHG emissions	50-54	3.9; 12.4; 13.1; 14.3; 15.2
305-2	Energy indirect (Scope 2) GHG emissions	50-54	3.9; 12.4; 13.1; 14.3; 15.2
305-3	Other indirect (Scope 3) GHG emissions	50-54	3.9; 12.4; 13.1; 14.3; 15.2
305-4	GHG emissions intensity	50-54	13.1; 14.3; 15.2
305-5	Reduction of GHG emissions	50-54	13.1; 14.3; 15.2
305-7	Nitrogen oxides (NO_X), sulphur oxides (SO_X) and other significant air emissions	54	3.9; 12.4; 14.3;15.2
Waste			
3-3	Management of material topics	65	
306-1	Waste generation and significant waste-related impacts	57-60	3.9; 6.3; 6.6; 8.4; 11.6; 12.4; 12.5
306-2	Management of significant waste-related impacts	65-66	3.9; 6.3; 8.4; 11.6; 12.4; 12.5
306-3	Waste generated	65-66	3.9; 6.6; 11.6; 12.4; 12.5; 15.1
306-4	Waste diverted from disposal	65-66	3.9; 11.6; 12.4; 12.5
306-5	Waste directed to disposal	57-60, 65-66	3.9; 6.6; 11.6; 12.4; 12.5; 15.1
Supplier environmental assessment			
3-3	Management of material topics	21	
308-2	New suppliers that were screened using environmental criteria	21	
Climate change			
3-3	Management of material topics	50-53	
102-4	GHG emissions reduction targets and progress	52-54	13.1; 14.3; 15.2
102-5	Scope 1 GHG emissions	52-54	3.9; 12.4; 13.1; 14.3; 15.2
102-6	Scope 2 GHG emissions	52-54	3.9; 12.4; 13.1; 14.3; 15.2
102-7	Scope 3 GHG emissions	52-54	3.9; 12.4; 13.1; 14.3; 15.2
Non-GRI Disclosures	Diversifying the energy mix	30	7.2
	Mohammed bin Rashid Al Maktoum Solar Park	46-48	7.2
	CO_2 Emission Reduction Programme	52-53	13.2; 13.3; 13.B
	Emission Reduction and Renewable Energy Certification	54-56	13.2; 13.3; 13.B
Circular Economy			
3-3	Management of material topics	37	
Non-GRI Disclosures	Circular Economy	37	3.9, 6.3, 8.4, 11.2, 12.4, 12.5

Disclosure	Description	Page	SDGs Linkage to GRI
MATERIAL TOPIC - SOCIAL			
Employment			
3-3	Management of material topics	68	8.8
401-1	New employee hires and employee turnover	68-70	5.1; 8.5; 8.6; 10.3
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	72	3.2; 5.4; 8.5
401-3	Parental leave	72	5.1; 5.4; 8.5;
EU15	Percentage of employees eligible to retire in the next five and 10 years, broken down by job category and by region **(GRI G4 Sector Disclosures 2013 Electric Utilities)**	71	8.5
Diversity and equal opportunity			
3-3	Management of material topics	72-73	5.1; 5.5; 8.5
405-1	Diversity of governance bodies and employees	72-73	5.1; 5.5; 8.5
Training and education			
3-3	Management of material topics	75-76	
404-1	Average hours of training per year per employee	75-76	4.3; 4.4; 4.5; 5.1; 8.2; 8.5; 10.3
404-2	Programmes for upgrading employee skills and transition assistance programmes	75-76	8.2; 8.5
Occupational health & safety			
3-3	Management of material topics	76-77	
403-1	Occupational health and safety management system	76-77	8.8
403-2	Hazard identification, risk assessment and incident investigation	77-78	8.8
403-3	Occupational health services	78-79	8.8
403-4	Worker participation, consultation and communication on occupational health and safety	79-80	8.8, 16.7
403-5	Worker training on occupational health and safety	20	8.8
403-6	Promotion of worker health Prevention and mitigation of occupational health and safety impacts directly linked by business relationship	78-79	3.6; 3.7; 3.8
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationship	79-80	8.8
403-8	Workers covered by an occupational health and safety management system	80	
403-9	Work-related injuries	80-81	3.6; 3.9; 8.8; 16.1
403-10	Work-related ill health	80-81	3.3; 3.4; 3.9; 8.8; 16.1
Human rights assessment			
3-3	Management of material topics	75	
412-1	Operations that have been subject to human rights reviews or impact assessments	75	
412-2	Employee training on human rights policies or procedures	75	
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	75	

Disclosure	Description	Page	SDGs Linkage to GRI
Local communities			
3-3	Management of material topics	81-82	
413-1	Operations with local community engagement, impact assessments and development programmes	81-82	
Customer health and safety			
3-3	Management of material topics	74-75	
Non-GRI Disclosure	Customer Health and Safety	74-75	
Disaster/emergency planning & response			
3-3	Management of material topics	87	
GRI G4	Management Approach **(GRI G4 Sector Disclosures 2013 Electric Utilities)**	87	1.5;11.5
Customer happiness			
3-3	Management of material topics	74	
Non-GRI Disclosures	Results of surveys measuring customer happiness	74	
Cyber security			
Non-GRI Disclosures	Cybersecurity framework	88	
Non-discrimination			
3-3	Management of material topics	68	
406-1	Incidents of discrimination and corrective actions taken	68	5.1; 8.8
Innovation			
3-3	Management of material topics	39	
Non-GRI Disclosures	AFKARI Platform Results	39-40	
	Digitisation	40	9.4
Customer privacy			
3-3	Management of material topics	73-74	
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	73-74	16.3; 16.10
Security practices			
3-3	Management of material topics	73	
410-1	Security personnel trained in human rights policies or procedures	73	16.1
Provision of information			
3-3	Management of material topics	84	
G4-DMA	Practices to address language, cultural, low literacy and disability-related barriers to accessing and safely using electricity and customer support services	84	

ABBREVIATIONS

°C	Celsius
4IR	Fourth Industrial Revolution
AED	UAE dirham
AF	Availability factor one time
AI	Artificial intelligence
AMI	Advanced Metering Infrastructure
ASR	Aquifer storage and recovery
BAPs	Biodiversity action plans
BAU	Business as usual
BCM	Business Continuity Management
BCP	Business Continuity Plan
BESS	Battery energy storage systems
BIA	Business Impact Analysis
BIPV	Building integrated photovoltaics
BOT	Build-operate-transfer
BS 13500	Effective Governance Management Systems
BSC	British Safety Council
Capex	Capital expenditure
CAS	Dubai Carbon Abatement Strategy 2030
CDM	Clean Development Mechanism
CER	Certified emission reductions
CH4	Methane
CM	Crisis management
CML	Customer minutes lost
CO_2	Carbon dioxide
CoP	Communities of Practice
COP	Conference of Parties
CPO	Charge point operators
CRM	Corporate risk management
CSP	Concentrated solar power
CSR	Corporate social responsibility
D33	Dubai Economic Agenda
DCES	Dubai Clean Energy Strategy 2050
DECCA	Dubai Environment and Climate Change Authority
DED	Dubai's Department of Economic Development
DESC	Dubai Electronic Security Centre
DEWA	Dubai Electricity and Water Authority
DEWA PJSC	Dubai Electricity and Water Authority (Public Joint-Stock Company)
DFM	Dubai Financial Market
DFO	Diesel fuel oil
DGEP	Dubai Government Excellence Programme Awards
DIES	Dubai's Integrated Energy Strategy
DSCE	Dubai Supreme Council of Energy
DSM	Demand Side Management
DTC	Dubai Taxi Company
EMEG	Emirates Marine Environmental Group
ENOC	Emirates National Oil Company
EOD	Employees of Determination
ERM	Enterprise Risk Management
ERP	Emission Reduction Programme
ESG	Environmental, social and governmental
EV	Electric vehicle
FSES	Five Star Environmental and Sustainability
GDCP	Generation and Desalination Capacity Plan
GHG	Greenhouse gases
GHP	Green hydrogen plant
GRI	Global Reporting Initiative
GT	Gas turbine
GWh	Gigawatt hour
H&S	Health and safety
HFCs	Hydrofluorocarbons
HPP	Hassyan Power Plant
HR	Human Resources
HRS	Hydrogen refuelling station
HSE	Health, safety and environment
i-RECs	International Renewable Energy Certificates
I&TF	Innovation & The Future
IEP	Individual education plans
IFRS	International Financial Reporting Standards
ILO	International Labour Organization
IMS	Integrated management system
IoT	Internet of Things
IP	Intellectual property
IPCC	Intergovernmental Panel on Climate Change
IPO	Initial public offering
IPP	Independent power producer or plant
ISMS	Information Security Management Systems
ISO	International Organization for Standardization

ISR	Information Security Regulation
IVR	Interactive voice response
IWP	Independent water producer
JAMS	Jebel Ali Marine Sanctuary
Km	Kilometre
KM	Knowledge management
KPI	Key performance indicator
KV	Kilovolt
KWh	Kilowatt hour
LCOE	Levelised cost of energy
LSP	Learning support plans
LTI	Lost time injuries
LTIFR	Lost time injury frequency rate
LTOs	Long-term objectives
M_3	Cubic metre
MBR Solar Park	The Mohammed bin Rashid Al Maktoum Solar Park
MD & CEO	Managing Director & Chief Executive Officer
MENA	Middle East and North Africa
MFO	Medium fuel oil
MIG	Million imperial gallon
MIGD	Million imperial gallons per day
MMBTU	Million British thermal units
MRV	Monitoring, reporting and verification
MSF	Multi-stage flashing
MSLP	My Sustainable Living Programme
MSR	Molten salt receiver
MSW	MSW
$MtCO_2e$	Metric tonnes of carbon dioxide equivalent
MW	Megawatt
MWh	Megawatt-hours
NCEMA	National Emergency and Crisis Management Authority
NDC	Nationally Determined Contributions
NF_3	Nitrogen trifluoride
NG	Natural gas
NOC	No-objection certificates
NO_x	Nitrogen oxide
OECD	Organisation for Economic Cooperation and Development
OH&S	Occupational health and safety
OHSMS	Quality, health, safety and environment
Opex	Operational expenditure
PDCA	Plan do check act
PFCs	Perfluorocarbons
PIMS	Privacy Information Management System
POD	People of Determination
PPM	Parts per million
PSHPP	Pumped-storage hydroelectric power plant
PV	Photovoltaic solar power
R&D	Research and development
RACI	Responsibility, Accountability, Consult and Inform
RO	Reverse osmosis
SAIDI	Missing term
SAIFI	System Average Interruption Frequency Index
SCA	Securities and Commodities Authority
SCADA	Supervisory control and data acquisition
SCI	Sustainability Culture Indicator
SDG	Sustainable Development Goal
SDI	Silt Density Index
SDMS	Smart Distribution Management System
SF_6	Sulphur hexafluoride
SO_2	Sulphur dioxide
STOs	Short-term objectives
SWRO	Seawater reverse-osmosis
T&D	Transmission and Distribution
TBT	Toolbox Talks
tCO_2e	Tonnes of carbon dioxide equivalent
TDS	Total dissolved solids
TESTIAC	Thermal Energy Storage Turbine Inlet Air Cooling
TRIR	Total recordable incident rate
TSK	Missing term
UAE	United Arab Emirates
UFW	Unaccounted-for water
UNFCCC	United Nations Framework Convention on Climate Change
UNGC	United Nations Global Compact
UNSDGs	United Nations Sustainable Development Goals
USD	US dollar
VPP	Virtual power plants
WHO	World Health Organization
WWMC	Warsan Waste Management Company
XPA	Execution Premium Assessment

Independent Verification Statement

Introduction

DNV Business Assurance Group AS – Dubai Branch ('DNV'), has been commissioned by Dubai Water and Electricity Authority (DEWA or 'the Company', commercial number: 1029366) to undertake an independent verification of the Company's selected quantitative disclosures for the calendar year 2025, which have been prepared in bespoke spreadsheets using selected topic-specific indicators from the Global Reporting Initiative (GRI) Standards 2021. Our verification engagement was planned and conducted during the period of February 2026.

Responsibilities of the Management of DEWA and of the Assurance Provider

The Management (the Climate Change & Sustainability Department at DEWA) of the Company has the sole responsibility for the collection, analysis, aggregation, preparation and presentation of the data presented to us. The Company is also responsible for ensuring the maintenance and integrity of its website and any referenced disclosures on sustainability performance. In performing this assignment, DNV's responsibility is to the Management of the Company; however, this statement represents our independent opinion and is intended to inform the outcome of the verification to the stakeholders of DEWA.

DNV has carried out the assurance engagement in accordance with the international standard in Assurance Engagements, ISAE 3000 (revised) – Assurance Engagements other than Audits and DNV's VeriSustain™ protocol, V6.0[1], which is based on our professional experience and international assurance practice. DNV's VeriSustain™ protocol has been developed in accordance with the most widely accepted reporting and assurance standards. While using DNV VeriSustain™ for this engagement, the assurance provided by DNV is limited to the selected indicators and information specified in the scope of the engagement. DNV has not assessed the reporting organisation's overall adherence to reporting principles or the preparation of the report. Therefore, no conclusions should be drawn regarding the reporting organisation's compliance with reporting principles or the quality of the overall report. The assurance provided by DNV is based on the selected indicators and information made available to us at the time of the engagement.

The engagement assumes that the data and information provided by the Company to us as part of our review has been provided in good faith and is complete, sufficient, authentic and free from misstatements.

Scope, Boundary and Limitations

The scope of work as agreed upon with DEWA includes a limited level of assurance of the selected quantitative GRI disclosures for all DEWA sites in the Emirate of Dubai and the UAE. Boundary covers the performance of the Company's operations that fall under the direct operational control of the Company's Legal structure, for the period from 1st January 2025 to 31st December 2025. Data verified for below GRI disclosures is presented in Annexure 1.

GRI Standard	Disclosure
GRI 303: Water and Effluents 2018	GRI 303-3 Water withdrawal – a(ii), a(iii) GRI 303-4 Water discharge – a(iii)
GRI 401: Employment 2016	401-1 New employee hires and employee turnover – a, b 401-3 Parental leave – a, b, c, d, e
GRI 404: Training and Education 2016	404-1(a) Average hours of training per year per employee
GRI 403 Occupational Health & Safety 2018	403-5 Worker training on occupational health and safety 403-9 Work-related injuries – a(i), a(ii), a(iii), a(iv) 403-10 Work-related ill health – a(i), a(ii), a(iii)
GRI G4 Sector disclosures - Electric Utilities 2013	EU30 Average Plant Availability Factor by Energy Source and by Regulatory Regime

DNV disclaims any liability or co-responsibility for any decision a person or entity would make based on this verification statement. We did not engage any external stakeholders as part of this engagement. During the verification process, we did not come across limitations to the scope of the agreed verification engagement.

Inherent limitations

DNV's assurance engagements assume that the data and information provided by the company to us as part of our review have been provided in good faith, is true, complete, sufficient, and authentic, and is free from material misstatements. The engagement excludes the sustainability management, performance, and reporting practices of the Company's suppliers, contractors, and any third parties mentioned in the Report. We did not review financial disclosures and data as they are not within the Scope of our assurance engagement. No external stakeholders were interviewed as part of this verification engagement. During the verification process, DNV did encounter a few significant limitations to the Scope of the agreed engagement.

Basis of our Opinion

During the verification, we adopted a risk-based approach, and a sample-based verification was carried out towards the selection of samples for assessing the robustness of the underlying data management system, information flow and controls, for a limited level of assurance. We carried out the following activities:

- Review of the data management processes that DEWA has in place to report the selected data based on chosen GRI topic-specific standards. We examined and reviewed supporting evidence such as supporting documents, secondary data and other information made available by DEWA to us.
- Review of systems and procedures for data collection and aggregation, including the calculation methodology and assumptions of the selected consolidated sustainability performance data prepared for the Company's internal reporting purposes.
- Assessment of DEWA's performance data through on-site audits at DEWA's Central Warehouse facility for health and safety metrics, and at the Jebel Ali facility, covering water discharge and average plant availability factors by energy source and the applicable regulatory regime in Dubai, the UAE, complemented by remote audits with DEWA's sustainability team and other representatives, including process owners from different divisions and departments of the Company, to review the processes and systems for preparing, generating, aggregating and reporting of the data. DNV was free to choose the site and those interviewed for the purpose of carrying out our verification.
- Verification of sample data to check accuracy and reliability for a limited level of assurance through interaction with data owners.

Opinion

Based on the limited level of assurance undertaken and mutually agreed upon scope of work, nothing has come to our attention that would cause us to believe that the data verified, as listed in Annexure 1, is not a reliable and accurate representation of DEWA's performance data. Some of the data inaccuracies identified during the verification process were found to be attributable to transcription, interpretation and aggregation errors, and the errors have been communicated for correction and corrected.

Statement of Competence and Independence

DNV applies its own management standards and compliance policies for quality control, which are based on the principles enclosed within 'ISO IEC 17029:2019 – Conformity Assessment – General principles and requirements for validation and verification bodies', and accordingly maintains a comprehensive system of quality control, including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

We have complied with the DNV Code of Conduct[2] during the assurance engagement and maintain independence in line with the relevant ethical requirements. This engagement work was carried out by an independent team of sustainability assurance professionals. DNV was not involved in the preparation of any statements or data included in the Report except for this Verification Statement. DNV maintains complete impartiality toward stakeholders interviewed during the assurance process. We did not provide any services to DEWA in the scope of assurance for the reporting period that could compromise the independence or impartiality of our work.

This report is intended solely for the use of the client and any parties authorised by the client. The information contained herein is provided “as is” and DNV makes no warranties, express or implied, regarding its accuracy, completeness or reliability. DNV shall not be liable for any loss, damage or expense arising from the use of or reliance on this report.

For DNV Business Assurance Group AS – Dubai Branch,

Lele, Sandeep 2026.03.22 15:39:44 +04'00'	Sarkar, Chandan Digitally signed by Sarkar, Chandan Date: 2026.03.23 10:07:19 +05'30'
Sandeep Lele Lead Verifier	Chandan Sarkar Assurance Reviewer

22nd March, 2026.

[2] *The DNV Code of Conduct is available on request from www.dnv.com (https://www.dnv.com/about/in-brief/corporate-governance.html)*

Annexure 1: Verified Performance Data – 2025

GRI 303: Water and effluents 2018

GRI 303-3 a: Total water withdrawal from all areas in megaliters, and a breakdown of this total by the following sources, if applicable:	**Verified Value**	**Unit**
ii. Groundwater	1,917.00	Megaliters
iii. Seawater	6,372,869.38	Megaliters

GRI 303-4 a: Total water discharge to all areas in megaliters, and a breakdown of this total by the following types of destination, if applicable:	**Verified Value**	**Unit**
iii. Seawater	5,664,066.00	Megaliters

GRI 401: Employment 2016

GRI 401-1

- **New employee hires – breakdown by gender**

Details	**Male**	**Female**	**Total**
New employee hires for 2025	388	34	422

- **New employee hires – breakdown by region**

Details	**Total**
Africa	11
Asia	408
Europe	01
North America	01
South America	00
Australia	00
Oceania	01
TOTAL	**422**

- **New employee hires – breakdown by age group**

Details	**Total**
18-29	183
30-39	169
40-49	65
50-59	04
60-69	01
70-79	00
TOTAL	**422**

- **Total number of employee turnover-breakdown by gender, age and region**

Details	Total number of employees who left
Gender	**Total**
Male	221
Female	30
Age Group	
Under 30	28
30-50	202
Over 50	21
Region	
Africa	21
Asia	130
Australia	00
Europe	00
North America	00
Middle East	100

GRI 401-3 Parental leave

Details	Male	Female
a. Total number of employees that were entitled to parental leave, by gender.	7,052	1,214
b. Total number of employees that took parental leave, by gender.	293	182
c. Total number of employees that returned to work in the reporting period after parental leave ended, by gender.	293	111
d. Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work, by gender.	324	150
e. Return to work and retention rates of employees that took parental leave, by gender.	95.58%	98.68%

GRI 403: Occupational Health and Safety 2018
GRI 403-5 Worker training on occupational health and safety

A description of any occupational health and safety training provided to workers, including generic training as well as training on specific work-related hazards, hazardous activities, or hazardous situations.	Section: H&S Training of the Sustainability report (Page 79)

GRI 403-9 Work-related injuries

a. For all employees:	00
i. The number and rate of fatalities as a result of work-related injury	00
ii. The number and rate of high-consequence work-related injuries (excluding fatalities)	00
iii. The number and rate of recordable work-related injuries	0.12
iv. The main types of work-related injury	Physical and vehicle

GRI 403-10 Work-related ill health

a. For all employees:	
i. The number of fatalities as a result of work-related ill health	00
ii. The number of cases of recordable work-related ill health	00
iii. The main types of work-related ill health.	00

GRI 404 Training and Education 2016
404-1(a) Average hours of training per year per employee

- **Average training hours – breakdown by employee category**

Grade	
Leadership	95.22
Management	66.19
Non-Supervisory	54.11
UAE Nationals	70.12

- **Average training hours – breakdown by employee gender**

Gender	
Male	40.08
Female	79.68

GRI G4 Sector Disclosures – Electric Utilities,
EU30 Average Plant Availability Factor by Energy Source and by Regulatory Regime

Details	**Availability Factor (Summer) actual**	**Availability Factor (Annual) actual**
Average Plant Availability Factor by Energy Source and by Regulatory Regime	98.96%	93.61%