

Nama Water Services

Annual Report 2024

Stepping Ahead



His Majesty Sultan Haitham bin Tarik



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Oman Water and Wastewater Services Company SAOC, operating under the name of Nama Water Services Company, NWS, or the company is pleased to present its 2024 Annual Report. This report provides a comprehensive overview of the Company's operational, financial, and strategic performance throughout the year, in accordance with applicable regulatory and reporting standards.

The report covers the full scope of the Company's activities across the Sultanate of Oman, excluding Dhofar Governorate. It presents key achievements, challenges, and developments in areas including infrastructure delivery, service quality, environmental management, corporate governance, risk management, and human capital development.

Relevant comparative data from prior years is included to ensure transparency and provide meaningful insight into year-on-year performance trends.

The Annual Report is prepared for a broad range of stakeholders, including regulatory authorities, government entities, shareholders, customers, employees, and the wider community. It reflects the Company's continued commitment to transparency, accountability, and sustainable development.

In preparing this report, Nama Water Services has adhered to the following reporting frameworks and regulatory guidance:

- Oman Investment Authority Public Disclosure Guidelines
- International Financial Reporting Standards (IFRS)
- Authority for Public Services Regulation (APSR) guidelines

The content and structure of this publication are designed to meet national disclosure requirements and support the Sultanate's long-term strategic objectives as aligned with Oman Vision 2040.



About This Report

Chairman's Message

I am pleased to present the Annual Report of Nama Water Services (hereinafter referred to as the Company) for the year ended 31 December 2024.

As of 31 December 2024, the Company had 963,645 registered water and wastewater accounts, distributed among residential, commercial, and governmental entities. Specifically, there were 736,993 water accounts, reflecting a 2.7% increase compared to the previous year, and 226,652 wastewater accounts, marking a 2.6% increase. The number of beneficiaries of treated wastewater services also continued to grow, by a 23.24% increase in customer base over the past three years, including a net increase of 228 customer units in 2024 alone, in line with the Company's efforts to expand sustainable services across the Sultanate.

In 2024, the Company recorded operating revenues of OMR 429 million, a significant increase compared to OMR 226 million in 2023. The Company achieved a net income of OMR 57 million, compared to the OMR 1.93 billion reported in the previous year. In addition, the Company achieved a significant financial milestone with debt restructuring at a Present Cash Requirement of OMR 203 million, securing better terms to support long-term fiscal sustainability. This positive turnaround reflects disciplined financial management, improved operational performance, and continued government support.

As of December 2024, the Company employed 2,003 Omani nationals, maintaining a high Omanisation rate of 99.6%. Talent development remained a strategic priority, with over 500 training programs delivered during the year to enhance employee skills and competencies. The Company also continued to promote digital learning, achieving a 71.75% engagement rate on its Rawafid platform, while supporting leadership development initiatives and internship opportunities for students.

During 2024, the Company produced 445.57 million cubic meters of potable water. Water loss levels improved, with water losses reduced to 37.10%, a further enhancement over previous years, reflecting the Company's sustained investment in leakage detection and network optimization. Wastewater inflow to treatment plants reached 99.94 million cubic meters, representing an increase from 2023, and treated wastewater utilization remained stable at 50%. These operational achievements demonstrate the Company's commitment to efficient and sustainable service delivery.

In 2024, Nama Water Services delivered a total of 97 projects across the water and wastewater sectors, with a combined value exceeding OMR 103.6 million. Water sector projects accounted for approximately OMR 92.7 million, while wastewater sector projects accounted for OMR 10.85 million. These projects contributed to expanding service coverage, improving infrastructure resilience, and supporting national sustainability goals.

The health, safety, and wellbeing of employees and contractors remained a top priority for the Company. In 2024, no fatalities were recorded, and the Lost Time Injury Frequency Rate (LTIFR) improved significantly to 0.03. Total recorded working hours exceeded 32.8 million. A total of 54 emergency mock drills were conducted across facilities to enhance preparedness for a range of operational and environmental scenarios. The Company's proactive HSE initiatives contributed to a safer and more resilient operational environment.

Nama Water Services continued to align its operations with Oman Vision 2040 and the United Nations Sustainable Development Goals. In 2024, the Company advanced several sustainability initiatives, including the groundwork for enhanced carbon tracking and circular water initiatives, promoting resource efficiency, and supporting national efforts toward zero-carbon neutrality. These actions reaffirm the Company's commitment to environmental stewardship and social responsibility.

As we look ahead, the Company remains focused on further enhancing operational efficiency, minimizing water losses, elevating customer experiences, and advancing sustainability integration into core business activities. Specific annual targets and performance indicators will continue to guide our efforts and measure our progress.

On behalf of the Board of Directors and myself, I extend sincere appreciation to the executive management team and all employees for their dedication and professionalism throughout 2024. We are equally grateful for the continued confidence and support of our valued customers, shareholders, stakeholders, and government partners.

Please accept our sincerest gratitude and respect.

Ibrahim Said Al Aisari
Chairman



CEO's Message

It gives me great pleasure to present this year's operational and performance overview, which reflects our steady progress across all key business areas in 2024. Nama Water Services has continued to deliver on its strategic priorities, reinforcing service reliability, enhancing financial performance, and accelerating digital transformation, all while maintaining full alignment with Oman's national development goals.

Throughout the year, we upheld the highest standards of health, safety, and environmental responsibility across all levels of operation. I am pleased to report that we recorded zero fatalities during the year with over 32.8 million man-hours worked, an achievement that reflects the collective vigilance of our teams and the maturity of our HSE systems. Our Lost Time Injury Frequency Rate (LTIFR) improved significantly to 0.03, and we conducted 54 emergency mock drills to reinforce preparedness and ensure readiness across critical scenarios. These results underscore the strength of our safety culture and our commitment to safeguarding our people, contractors, and communities.

Operationally, we continued to strengthen the resilience of our networks through targeted interventions in leak detection, pressure management, and rehabilitation works. Smart metering played a critical role in driving both efficiency and transparency. By the end of 2024, we had reached an 90 percent completion rate in our Smart Metering Project, with 95 percent of invoices issued based on actual readings, and over 410,000 customers transitioned to regular billing cycles. The inauguration of our Smart Meter Control Center in December further enhanced our ability to monitor performance and respond proactively to service demands.

Notably, we reduced water loss to 37.10 % in 2024, down from 39.62% in 2023, as a result of the company's concerted efforts in smart leak detection, rapid repairs, meter replacements, satellite-based monitoring, and proactive network maintenance, led by our dedicated technical and commercial teams.

In 2024, we delivered a total of 97 projects across the water and wastewater sectors, with a

combined value exceeding OMR 103.6 million. These projects contributed to strengthening system resilience, expanding service coverage, and enhancing customer reliability. Notably, we exceeded our capital delivery targets for the year, with the value of work done surpassing 100 percent of planned targets, an achievement that reflects effective planning, execution discipline, and strong field coordination.

In support of our financial objectives, we successfully reduced Days Sales Outstanding to 144 days, exceeding our target and enhancing our working capital position. This achievement reflects tighter operational controls and improved customer engagement around billing and payments.

Nama Water Services has announced 479 job openings for Omani youth in operations and maintenance roles through its permanent contractors via the 'Tawteen' digital platform, these new job opportunities align with the goals outlined in Oman Vision 2040. The company plans to create 846 permanent positions by the end of 2025, raising its Omanisation rate from 55% to 83%. This step is not only about job creation but also about contributing to the sustainable development and future prosperity of the Sultanate of Oman.

Internally, we continued to invest in people. Key initiatives such as the Competency Framework Project, Empowerment Journey, and the Culture Ambassador Programme aligned workforce capabilities with evolving business needs. These were supported by structured training, digital learning platforms, and leadership development initiatives that reached employees across the organisation.

In closing, I would like to thank the Board of Directors for their guidance, and our employees for their dedication and professionalism. I also extend my sincere appreciation to our customers, partners, and stakeholders for their continued support and confidence as we move forward.

Qais Saud Al Zakwani
Chief Executive Officer



Strategic Overview

Nama Water Services remains committed to playing a strategic role in the realization of Oman Vision 2040. As a national utility, our operations, investments, and service frameworks are designed to support the Sultanate's priorities in environmental sustainability, infrastructure development, private sector participation, and human capital advancement.

NWS's strategic planning aligns with national performance indicators set forth in Vision 2040, focusing on improving service continuity, enhancing treated wastewater reuse, expanding network coverage, and reducing water losses. These efforts contribute to broader economic diversification, resource conservation, and the well-being of citizens and residents.

In 2024, NWS align KPIs with Oman vision 2024:



97.75 %
Continuity of
Water Supply



37.10 %
water losses



72.40%
Water Coverage



29.50 %
Wastewater
Coverage



50 %
TE utilization



9 Days
Average Number
of Days
Connecting
Utilities to New
Water Customers.



55%
Omanisation in
Permanent Contractors
(O&M)

These outcomes reflect the Company's role in delivering resilient infrastructure, contributing to national sustainability goals, and enabling equitable access to essential water and wastewater services.

As the Sultanate continues its transition toward a knowledge-based and diversified economy, Nama Water Services will remain a key enabler in supporting inclusive growth and long-term environmental security.

Financial Performance

In 2024, Nama Water Services recorded a strengthened financial position, reflecting a year of disciplined fiscal management, improved operational efficiency, and continued government support. The audited financial statements, prepared in accordance with International Financial Reporting Standards, demonstrate a significant recovery in profitability and enhancement in capital structure.

The improvement was driven by growth in operational revenues, prudent cost control measures, and sustained efforts to optimize financial performance while maintaining the Company’s commitment to public service delivery across the Sultanate.

Financial Highlights

The year witnessed a return to profitability, with the Company recording a net income of RO 56.8 million, reversing the previous year's loss of RO 1.93 billion (restated). Operating revenue more than doubled to RO 428.7 million, while total assets rose to RO 3.7 billion. Shareholder equity increased to RO 720.6 million, following additional capital contributions and retained earnings.

Operating Revenue 428.7 226.4	Operating Profit / (Loss) 93.7 (1,915.1)	Total Equity 720.6 597.2
Net Income / (Loss) 56.8 (1,930.4)	Cash & Equivalents 32.4 13.4	

*All Above Numbers in Millions OMR
■ 2024 ■ 2023

Financial and Operational Performance



Independent Auditor’s Report

The external auditor, KPMG Lower Gulf, issued an unqualified opinion, confirming that the financial statements present a true and fair view of the Company’s financial position as of 31 December 2024.

Statement of Financial Position

Assets grew by over RO 158 million during the year, largely due to continued capital investment in infrastructure. Total liabilities remained stable, while the equity base expanded with a new shareholder contribution of RO 57.6 million.

Statement of Profit or Loss and Other Comprehensive Income

The reversal in profitability stemmed from a strong recovery in operating margins and the absence of impairment charges, which had significantly impacted 2023.

Statement of Changes in Equity

The Company’s equity was bolstered by profit retention, legal reserve allocations, and strategic shareholder support. The dividend declared in 2023 was reversed during 2024, further stabilizing retained earnings.

Statement of Cash Flows

Net cash generated from operating activities was RO 101.8 million, a marked recovery from the RO 74.8 million outflow in 2023. Investing activities remained focused on infrastructure development, while financing activities supported liquidity through short-term borrowings and capital injections.

Management Discussion and Analysis

In 2024, revenue growth was fueled by implementation of the new Price Control Mechanism under APSR guidelines, which ensures full cost recovery. Operational efficiencies and cost containment measures helped achieve sustainable profitability. Risks related to receivables, subsidy timing, and capital expenditures were carefully managed, with liquidity supported by strong shareholder backing.

Compliance and Corporate Governance Disclosure

The financial statements fully comply with OIA, FSA, and APSR regulatory frameworks. Restatements from 2023 were disclosed transparently, and governance practices remained aligned with best-in-class standards to uphold fiscal discipline and transparency.

Operational Performance

In 2024, Nama Water Services achieved steady progress across its core operational areas, reflecting continued efforts to enhance supply consistency, improve infrastructure capacity, and optimize service delivery across the Sultanate. The Company recorded improvements across several key performance indicators, with results reflecting both incremental advancements and the impact of sustained investment and operational initiatives.

Water Losses (%)		Continuity of Supply (%)		Wastewater Inflow (Million m³)		Water Supply (Million m³)		Treated Wastewater Utilisation (%)		Water Delivered (Million m³)		Network Coverage		
Year	%	Year	Value (%)	Year	Value (Million m³)	Year	Value (Million m³)	Year	Value (%)	Year	Value (Million m³)	Year	Water Coverage (%)	Wastewater Coverage (%)
2022	40.70	2022	95.50	2022	91.19	2022	444.44	2022	53.00	2022	263.65	2022	73.20%	27.80%
2023	39.62	2023	96.71	2023	98.21	2023	448.78	2023	51.00	2023	269.37	2023	72.80%	29.20%
2024	37.10	2024	97.75	2024	99.94	2024	445.57	2024	50.00	2024	280.28	2024	72.40%	29.50%

Operational Performance Indicators (Target vs Performance – 2024)

Indicator	Target	Performance
Continuity of Supply (%)	97.00	97.75
Treated Wastewater Utilisation (%)	55.00	50.00
Lost Time Injury Frequency	0 Fatality	0 Fatality
% of Water Losses	35.00	37.10
Water Coverage (%)	73.00	72.40
Wastewater Coverage (%)	29.00	29.50
Days Sales Outstanding Water	170	144

Capital Projects and Development Performance

Nama Water Services continued to deliver capital projects aligned with its strategic infrastructure objectives, supporting the expansion and enhancement of water and wastewater networks across the Sultanate.

Water Projects – Number and Value

Year	Number of Projects	Value of Projects (Million OMR)
2022	46	176,987
2023	42	99,019
2024	52	92,702

Wastewater Projects – Number and Value

Year	Number of Projects	Value of Projects (Million OMR)
2022	37	19,890
2023	21	9,084
2024	45	10,854

515

Millions OMR

Total amount of floated projects during 2024

408.84

Millions OMR

Value of Work Done within 3 years

103.5

Millions OMR

Value of Work Done

243

Projects Within 3 Years

120.4

Millions OMR contract amount

Trail operation for the project of reinforcement water transmission line to Al Sharqiyah Governorate

85.6

Millions OMR contract amount

Reinforcement of water tranmssion line to Al Batinah Governorate

128.2

Millions OMR contract amount

Partial completion & operation for reinforcement of water transmission line to Al Dakhliya Governorate (phase II)



Corporate Governance & Risk Management

Corporate Governance

Oman Water and Wastewater Services Company SAOC maintains a corporate governance framework that guides decision-making processes, strengthens risk management practices, and upholds clear accountability across the organization. Built upon the principles of transparency, integrity, and accountability, the Company's governance system is designed to support long-term value creation, operational resilience, and stakeholder confidence. The governance model is aligned with the Governance Charter issued by Oman Investment Authority and adheres to internal policies and international best practices.

Governance Philosophy and Application

Nama Water Services operates under a defined governance philosophy that emphasizes strategic oversight, ethical conduct, and effective performance monitoring. Governance practices are embedded at all organizational levels, ensuring alignment from Board deliberations to operational execution. In 2024, the Company continued to strengthen its governance framework in response to regulatory developments, including new OIA circulars and evolving corporate practices.

During the year, key initiatives were undertaken to enhance internal control systems, improve disclosure standards, and refine the structures of the Board and its committees to ensure a balanced allocation of responsibilities. The Company remains committed to maintaining professional integrity and regulatory compliance while fostering a governance culture through regular training, policy updates, and performance assessments.

Board of Directors

As at 31 December 2024, the Board of Directors comprised seven non-executive members, including two independent directors. The Board combines expertise across finance, engineering, strategic planning, and corporate leadership. A restructuring process in April 2024 further enhanced the Board’s composition, contributing to stronger collective decision-making and oversight capabilities.



Name
Position
Independence Status
Attendance (Board Meetings)
Total Remuneration in OMR



Ibrahim bin Said Al Eisri
Chairman of the Board
Non-Independent
12/12
6,000



Ibrahim bin Ali Al Akhzami
Vice Chairman
Non-Independent
11/12
6,000



Ibrahim bin Mohammed Al Harthi
Board Member
Non-Independent
9/12
6,000



Said bin Amur Al Abri
Board Member
Independent
7/12
6,000



Naama Hamed Al Hashimi
Board Member
Independent
8/12
6,000



Alaa Al Din Abdullah Bait Fadhil
Board Member
Non-Independent
5/12
6,000



Prakash Govindan
Board Member
Non-Independent
5/12
4,200

Compliance and Regulatory Disclosures

In 2024, Nama Water Services reported two instances of regulatory non-compliance:

- A fine of OMR 200,000 imposed by the Authority for Public Services Regulation in August 2024 due to procedural issues.
- A fine of OMR 1,000 imposed by the Environment Authority in September 2024 relating to breaches of ministerial regulations.

Both matters were promptly addressed and resolved. Internal reviews were conducted, and corrective actions were implemented to prevent recurrence. No additional significant violations or legal proceedings were reported during the financial year.

Stakeholder Communication

Nama Water Services maintains consistent and transparent communication with its stakeholders. Key communication channels include the Annual General Meeting, periodic investor updates, and the Company’s corporate website, which provides access to governance disclosures, financial reports, and other strategic documents.

External Audit and Fees

Ernst & Young was appointed as the statutory auditor for the financial year 2024. The audit engagement was endorsed by the Audit and Risk Committee and subsequently approved by shareholders during the Annual General Meeting. The audit fee for the fiscal year amounted to OMR 37,700, covering statutory audit services, financial statement reviews.

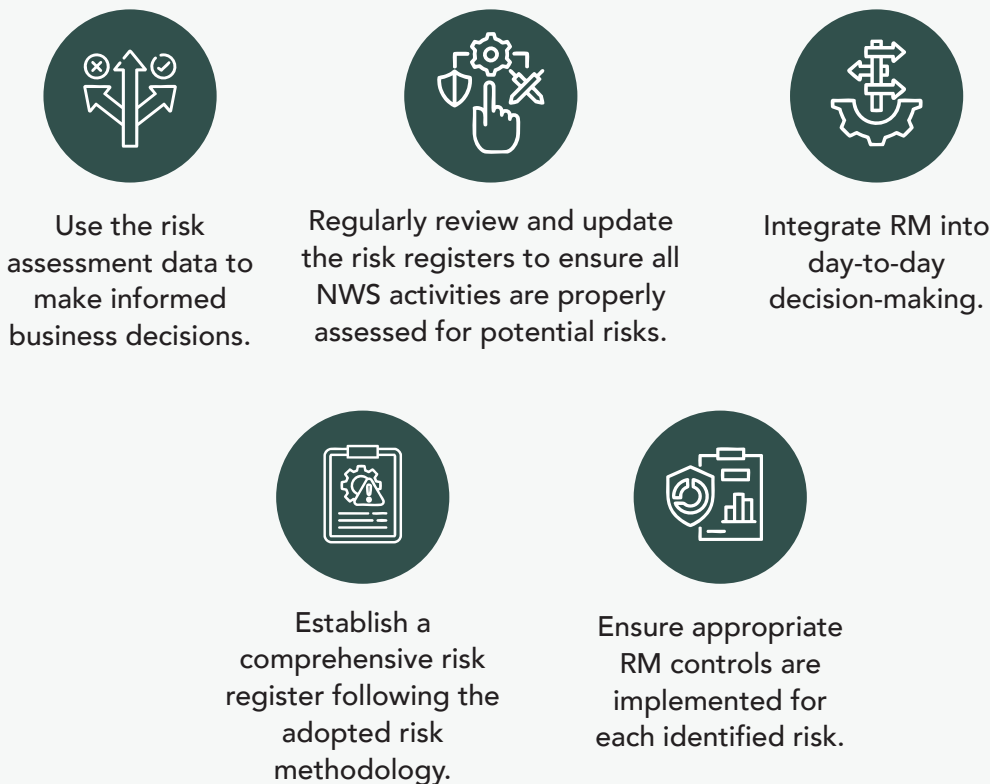
For further information regarding the Company’s governance practices, stakeholders are encouraged to refer to the full Corporate Governance Report annexed to this Annual Report.

Risk Management

NWS RM framework aims to identify, evaluate, and mitigate risks to ensure long-term value creation in line with ISO 31000:2018, Nama Group, OIA guidelines and best practices.

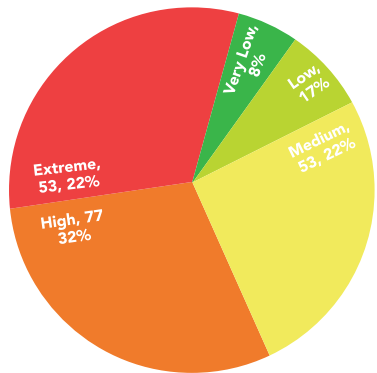
The purpose of a robust RM approach, outlined in the Framework, is to ensure consistent management of risks across strategic, operational, and program levels.

The RM key Performance Indicators for 2024 focused on:



Key accomplishments included the successful implementation of RM automation, RM dashboard, the Corporate Risk Register and enhanced RM culture within NWS.

NWS aims to safeguard Company’s employees, assets, resources, image, and reputation, increase the likelihood of achieving the company’s goals and objectives, reduce likelihood of adverse effects of risk, adopt proactive approach to Company’s business management and improve the stakeholder’s confidence. This is evidenced by the results of the risk classification in 2024 as shown below:



2024 Residual Risk Rating Heat Map

Inherent Risk Rating

	1- Very Low	2- Low	3- Medium	4- High	5- Extreme
5 -Almost Certain					1
4 - Likely				6	1
3 - Possible		5	14	18	8
2 - Unlikely	1	16	51	35	7
1 - Rare	33	14	13	14	4

In 2025, the focus areas for the RM practice will be to further embed the RM process into the organization culture, conduct RM audits and cascade RR level 2 across the organization.

Business Continuity

In its ongoing pursuit of resilience, NWS has continued to advance its Business Continuity Management (BCM) efforts in alignment with ISO 22301 standards. Building on the comprehensive foundation established in 2023, which included key elements such as the BC policy, risk assessments, and continuity plans, the year 2024 saw significant progress. Notable achievements included updated Business Impact Assessments (BIAs), enhanced documentation, targeted awareness initiatives, and the execution of twelve strategic drills. These efforts reflect NWS’s proactive approach to safeguarding critical operations and ensuring service continuity in the face of potential disruptions.

Key Milestones of 2024



Real-World Drills

Delivered 12 simulation exercises, including major drills at Barka MPS and Seeb STP, as well as water quality scenarios in all governorates.



Business Impact Analyses

Completed 103 BIAs across all functions to map critical processes and set recovery priorities.



Risk and Threat Review

Updated the Business Continuity Risk Register based on operational input and scenario-based assessments.



Supply Chain Resilience

Assessed the BCM readiness of two key vendors—Amlak and Veolia—through structured checklists and feedback loops.



Accessible Documentation

Consolidated key BCM documents (BC Policy, Crisis Plans, SOPs) within the Integrated Management System (IMS).



Staff Preparedness

Conducted 15 training sessions across governorates, enabling staff and BCM Champions to respond effectively to disruptions.



Plan Optimization

Reviewed and enhanced Business Continuity Plans (BCPs), adding clear recovery timelines and publishing them on Qlik Sense.



Crisis Management in Action

The Crisis Management plan was activated for 8 events, from weather-related disruptions to unplanned shutdowns. Structured communication and coordinated responses kept operations resilient and transparent.

Compliance Checkpoint

A full IMS audit conducted by the QHSE team validated the BCM program's compliance and readiness. All recommendations were acted upon, further reinforcing internal governance.

Way Forward



Cybersecurity

Nama Water Services continued to strengthen its cybersecurity framework in 2024, recognizing cybersecurity as a critical element of business resilience. The Company's cybersecurity posture matured significantly during the year through the implementation of proactive safeguards, compliance initiatives, and enhanced organizational awareness.

A major initiative undertaken during the year was the commencement of preparations for ISO 27001 certification, the international standard for information security management systems. Implementation progressed in line with the certification requirements, with full certification targeted for 2025. In parallel, a comprehensive audit of cybersecurity tools and controls was conducted to assess their effectiveness and ensure resilience against emerging threats. This exercise enabled the Company to refine risk detection processes and reinforce system security protocols.

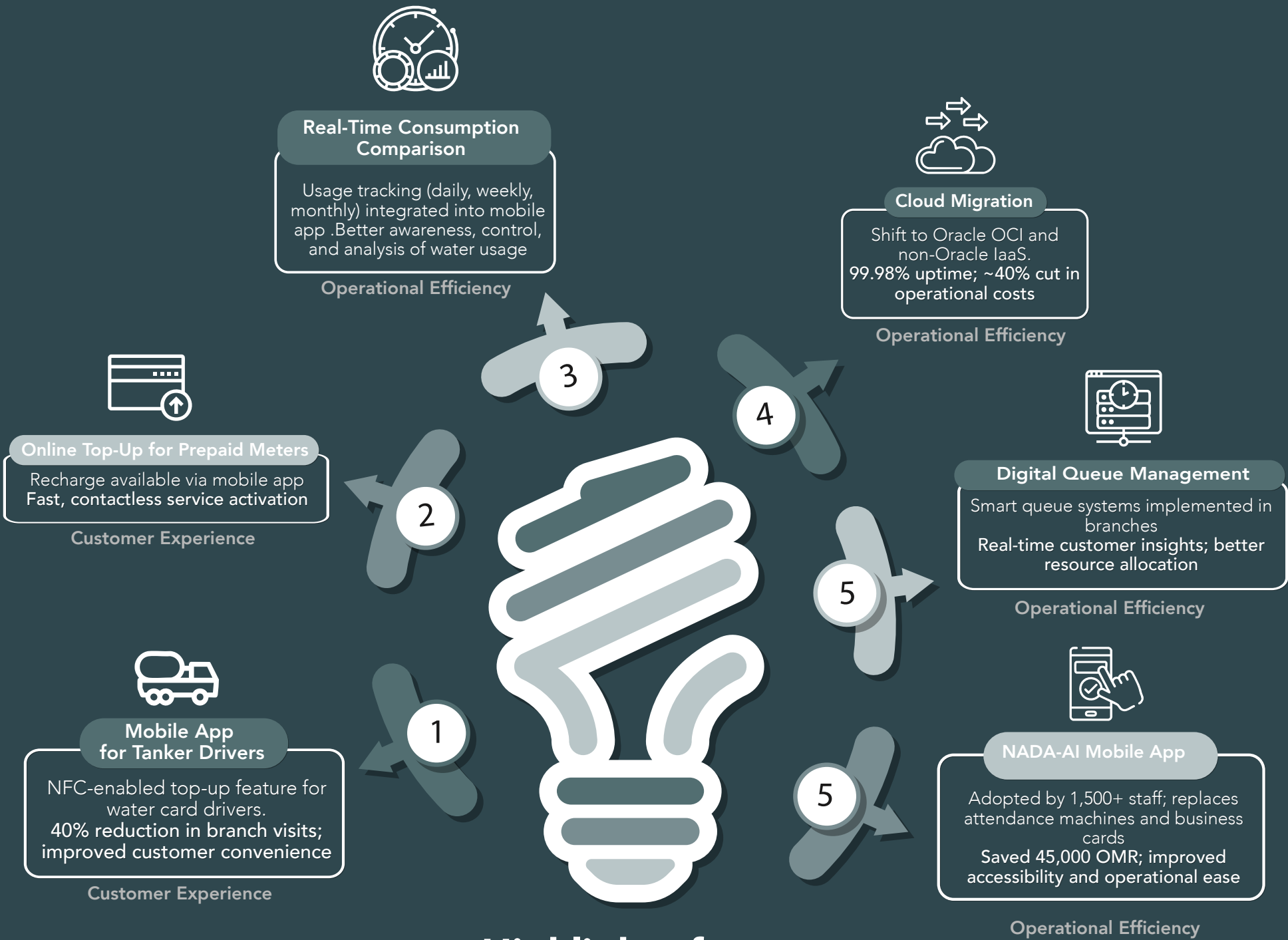
In alignment with the Personal Data Protection Law of Oman, Nama Water Services introduced a formal Data Privacy Policy aimed at protecting sensitive information across all business functions. Furthermore, cybersecurity awareness was promoted across the organization through ongoing campaigns, training programs, and simulation exercises, embedding a culture of shared responsibility for digital security.

No major breaches or data loss incidents were recorded in 2024, reflecting the effectiveness of the measures implemented and the vigilance demonstrated across all teams. The Company remains committed to continuously strengthening its cybersecurity capabilities in response to evolving threats.

Digital Transformation

Nama Water Services continued to advance its digital transformation agenda in 2024, investing in technologies that enhance operational efficiency and improve customer experience. During the year, strategic investments in digital platforms and solutions were implemented to modernize core processes, enable data-driven decision-making, and support service excellence across all touchpoints.

NWS remains focused on expanding its digital roadmap to align with long-term operational objectives and national digitalization priorities, ensuring the delivery of resilient, innovative, and customer-centric services.



Highlights from 2024

Enhancing Customer Experience Through Digital Innovation

Nama Water Services remains committed to delivering a seamless and customer-centric experience by harnessing the power of digital transformation. As part of our ongoing efforts to enhance service accessibility and operational efficiency, we have expanded our electronic service offerings through the NWS Mobile Application.

Since its inception in 2020, the Mobile Application has evolved to increase the offered services from 3 to 33 essential services covering both water and wastewater sectors. By 2024, the application had registered 314,784 active users and facilitated more than 342,599 transactions, underscoring the growing customer preference for digital channels.

Through the Mobile Application, customers can effortlessly request new services, manage their accounts, report incidents, and make payments, reflecting NWS’s vision to create a responsive, efficient, and customer-friendly service platform.

This initiative complements our broader digital transformation strategy, aligning with Oman Vision 2040 and reinforcing our commitment to operational excellence and customer satisfaction.

Key Achievements	Figures
Active Users	314,784
Transactions Completed	342,599
Services Offered	33



The services available through the NWS Mobile Application include:



Connections

New Connection (One or Two Meters), Additional Connection, New Wastewater Connection/Disconnection



Billing

Instant Bill Request, Payment Plan Request, Stop Bills for Vacant Premises, General Payments, Top-up Credit/Pay Bill



Reconnection and Disconnection

Water Reconnection, Permanent Water Disconnection, Temporary Disconnection



Additional Services

Appointment Booking, Self-Meter Reading (SMR), Lab Test Services, Sewage Asset Relocation



Reporting Services

Water Leakage Reports, Vehicle Reports, Contractor Work Reports, Loss/Stolen Meter Reports, Billing Complaints, Illegal Connection Reports, Water Quality Issues, Network Pressure Issues, Wastewater Service Issues



Meter Services

Meter Replacement, Relocation of Water Meter



Account Management

Change of Ownership, Change of Tariff



Certifications

NOC for Water and Wastewater



Environmental Services

KALA Compost Order, Request for Treated Effluent, Al Ansab Wetland Visits

Through the Mobile Application, customers can effortlessly request new services, manage their accounts, report incidents, and make payments, reflecting NWS’s vision to create a responsive, efficient, and customer-friendly service platform.

This initiative complements our broader digital transformation strategy, aligning with Oman Vision 2040 and reinforcing our commitment to operational excellence and customer satisfaction.

Advanced Meter Reading

In 2024, Nama Water Services advanced its customer-centric digital transformation strategy through the Smart Metering Project, aiming to replace 734,000 conventional meters with advanced smart units across the Sultanate.

Key Achievements	Achievement
Overall Project Completion Rate	90%
Actual Billing (Invoices Based on True Readings)	95%
Estimated Billing Rate	5%
Customers Transitioned to Regular Payment Cycles	410,000

This significant deployment has contributed to enhanced billing accuracy, improved operational transparency, and strengthened customer satisfaction.

Prepaid Water Meters Rollout

Period	Number of Customers with Activated Prepaid Meters
July 2023	500
March 2024	15,000
April 2025 (Target)	23,000

Supporting efforts included system enhancements, increased inventory availability, customer awareness campaigns, employee training programs, and improvements to contact center capabilities to ensure seamless service integration. the Smart Metering Project, aiming to replace 734,000 conventional meters with advanced smart units across the Sultanate.

Launch of the Smart Meter Control Center

In December 2024, Nama Water Services inaugurated the Smart Meter Control Center, marking a pivotal milestone in the digitalization of utility management.

Core Functions



Continuous Monitoring
Live oversight of all smart meter performance indicators



Centralized Management
Installation and activation management for over 3,000 meters per day



Performance Tracking
Monitoring non-revenue water, pressure levels, and service continuity



Proactive Maintenance
Early identification of network issues and customer notifications



Customer Engagement
Sending real-time alerts and service updates



Emerging Technologies
Integration of leak detection technologies in future urban developments

The establishment of the Control Center supports Nama Water Services’ commitment to operational excellence, ensuring service continuity, and preparing the company for the evolving demands of future smart cities.

Corporate Social Responsibility

At Nama Water Services, we believe that our responsibilities extend beyond providing essential water services. In 2024, the company continued to reinforce its commitment to the community through a range of Corporate Social Responsibility initiatives, supporting various sectors including education, healthcare, community development, environment, culture, and sports.

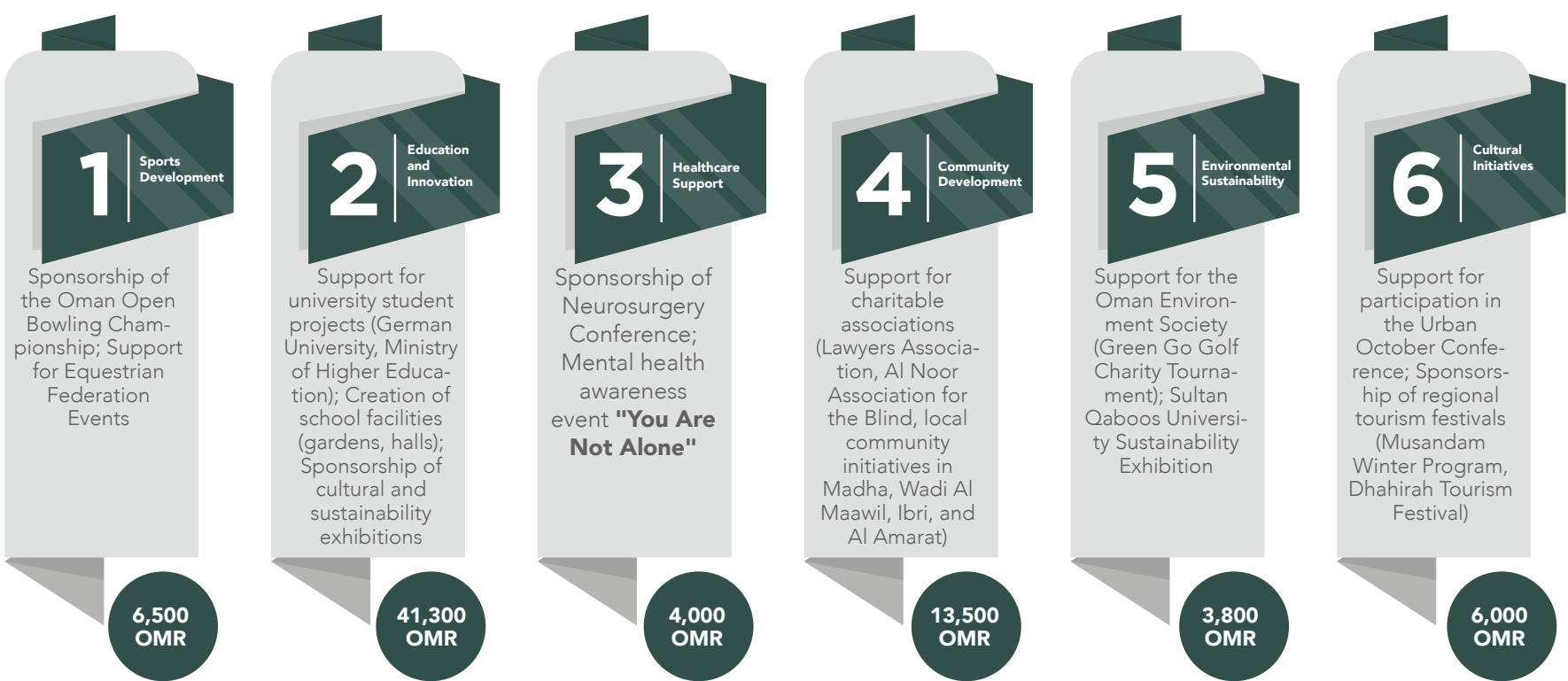
CSR Highlights for 2024

Nama Water Services approved and supported 20 initiatives across the Sultanate, aligning with the company’s strategic pillars of community enrichment, institutional identity enhancement, and national development contribution. The total value of CSR support amounted to OMR 75,100, of which OMR 45,100 was allocated from the communications department’s dedicated CSR budget and OMR 30,000 was approved separately by executive management.

SME contribution and support (Million OMR)

2022	8.669
2023	40.199
2024	52.710

Key Areas of Support



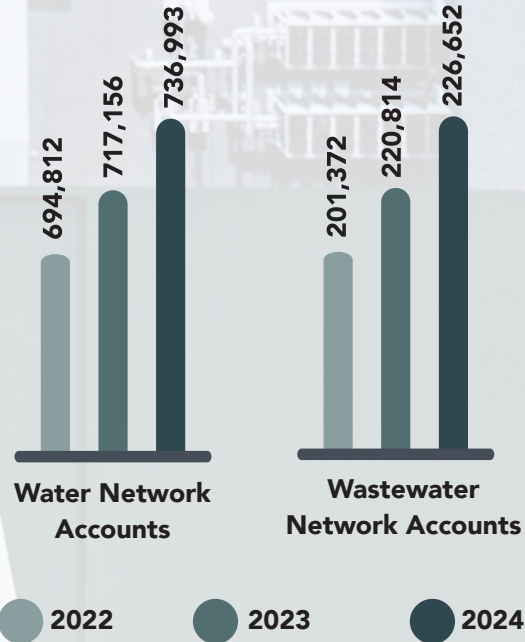
- Each CSR initiative undertaken in 2024 was carefully selected to:
- Strengthen Nama Water Services’ corporate brand and institutional identity.
 - Directly serve community welfare across health, education, environmental protection, and economic development sectors.
 - Foster sustainable, long-term benefits for the supported communities.

All CSR proposals were reviewed and endorsed by the CSR Committee, with final approvals aligned with allocated budgets and strategic priorities. Beneficiary entities were promptly notified, and all financial allocations were processed transparently and efficiently.

Customer & Community Engagement

Nama Water Services remains committed to building strong and enduring relationships with its customers, founded on trust, service responsiveness, and operational excellence. In 2024, the Company continued to enhance customer engagement practices.

The number of active accounts increased during the year, with water network accounts rising from 717,156 in 2023 to 736,993 in 2024, and wastewater network accounts reaching 226,652. These figures reflect the Company's growing role in delivering reliable water and wastewater services to households, communities, and institutions across the Sultanate.



Understanding customer experience remains a key priority for Nama Water Services in driving service improvements. In 2024, the Company continued to strengthen its responsiveness to customer feedback and operational performance.

Flow and pressure-related complaints, the most common category, decreased marginally to 41,934, reflecting the ongoing impact of network optimization efforts. Billing concerns and complaints related to contracted works recorded slight increases during the year and remain areas of continued focus for service enhancement. Notably, reports of wastewater flooding events were reduced by half over the past two years, highlighting the effectiveness of enhanced response strategies and infrastructure improvements.

Year	Flow and Pressure	Contracted Works	High Bill	Water Quality	Disconnection Process
2022	44,187	6,089	4,160	594	204
2023	42,086	4,207	5,122	806	204
2024	41,934	5,142	5,418	694	519

Year	Flooding Events
2022	3,570
2023	1,768
2024	1,224

In 2024, Nama Water Services expanded its community engagement activities beyond complaint resolution to include proactive outreach and collaboration initiatives. Awareness campaigns were delivered through digital platforms and local programs, aimed at empowering customers with information on issue reporting, water conservation practices, and service rights.

The Company conducted neighborhood consultations, educational initiatives, and service enhancement programs to maintain visibility, accessibility, and accountability across all regions served. Through these efforts, Nama Water Services strengthened its partnerships with communities to promote inclusive, responsive, and sustainable water management practices.

Talent & Workforce Development

Nama Water Services remains committed to developing a skilled, motivated, and inclusive national workforce in alignment with Oman Vision 2040. In 2024, the Company sustained a high Omanisation rate of 99.60%, reflecting continued focus on recruiting, retaining, and empowering Omani talent across all levels of the organization.

Workforce Composition and Omanisation

As at 31 December 2024, Nama Water Services employed 2,003 Omani nationals, with female employees representing 23.17% of the total Omani workforce. The Company maintains 100% Omanisation across its core operations.

Year	Female Employees	Male Employees	Total Omani Employees	Total Expatriates	Total Employees	Percentage of Omanisation
2022	480	1,818	2,298	14	2,312	99.39%
2023	469	1,646	2,115	9	2,124	99.37%
2024	464	1,539	2,003	7	2,010	99.60%

Local Talent Development Initiatives

To support national workforce development, Nama Water Services implemented a range of structured programs in 2024:

Strategic Workforce Planning:

Internal mobility initiatives and targeted rehiring programs were implemented to ensure key roles were filled by qualified Omani nationals. The Voluntary Exit Scheme was managed carefully to maintain opportunities for Omanis without compromising workforce efficiency.

Capacity Building and Learning Opportunities:

A total of 504 professional development programs were delivered, providing technical, leadership, and soft skills training. Employees were also given opportunities to participate in international conferences and technical workshops to build expertise.

Digital Learning Platforms:

The Rawafid platform continued to facilitate flexible and self-paced learning, achieving a 71.75% engagement rate among employees.

Internship and Graduate Programs:

Over 400 students participated in structured internships across various departments, supporting the development of a future-ready talent pipeline

Employee Engagement and Workplace Culture

The Company undertook several initiatives in 2024 to enhance workplace culture and engagement:

Culture Survey and Action Planning:

A company-wide survey engaged 1,039 employees. Findings were integrated into strategic action plans to enhance workplace satisfaction and performance.

Culture Ambassador Program:

Regional Culture Ambassadors were appointed to champion organizational values and promote positive behaviors across all regions.

Recognition through the Ahsant Program:

A total of 132 employees were formally recognized for their contributions, reinforcing a culture of appreciation and excellence.

360-Degree Feedback:

A leadership development tool was introduced, promoting transparent communication and continuous professional growth.

CSR and Community Engagement:

Activities such as environmental clean-ups, youth workshops, and volunteer initiatives helped extend the Company’s values beyond the workplace

Diversity and Inclusion

Nama Water Services actively promotes a diverse and inclusive work environment:



Female Talent Development

Female employees participated in leadership programs, training initiatives, and recognition activities to support career advancement. Structured internships were also extended to female students.



Employees with Disabilities

Inclusive hiring practices and accessible work environments ensured equal opportunities. Employees with disabilities were fully integrated into all training, development, and recognition programs.

Quality, Safety & Environmental Performance

In 2024, Nama Water Services maintained its strong commitment to the highest standards of health, safety, and environmental performance. The Company continued to enhance its integrated HSE framework, reinforcing a culture of shared responsibility, proactive risk prevention, and operational resilience.

Throughout the year, Nama Water Services achieved zero fatalities across its operations, reflecting the maturity of its safety culture and the effectiveness of its risk management practices. The Lost Time Injury Frequency Rate improved to 0.03, a significant reduction compared to previous years. A total of 489,712 HSE training hours were delivered to staff and contractors, supporting continuous development in safety awareness and incident prevention.

Working man-hours totaled approximately 32.81 million, with structured leadership HSE walk-throughs and incident review forums conducted regularly across regional assets to reinforce safe behaviors and site-specific risk management. A total of 54 emergency mock drills were carried out across facilities, testing readiness for water quality events, extreme weather scenarios, and operational disruptions.

Environmental stewardship remained a strategic focus. Nama Water Services advanced initiatives aimed at reducing its carbon footprint, optimizing energy use in water treatment processes, and enhancing waste management protocols. Preparations also commenced for improved environmental performance tracking, in line with Oman Vision 2040 objectives on sustainability and circular resource use.

Key HSE Performance Highlights for 2024:

Indicator	2022	2023	2024
Total HSE Training Hours	1,665,189	489,712	489,712
Working Man-Hours	40,328,82	35,856,00	32,811,98
Lost Time Injury Frequency	0.07	0.08	0.03
Fatalities	2	2	0
Near Misses Reported	422	1,671	1,215
HSE Inspections	-	999	1,032
Incidents and Injury Reports	-	241	769
Mock Drills Conducted	-	62	54
Kilometres Driven (Million Km)	69.4	47.3	56.0

Nama Water Services remains committed to continuously strengthening its HSE performance, ensuring the safety of its people, the protection of the environment, and the sustainability of its

Carbon Reduction & Sustainability Efforts

In 2023, Nama Water Services took a significant step forward on its environmental journey by launching its first Carbon Reduction Blueprint. This initiative outlines our emissions profile and charts a pragmatic pathway toward supporting Oman’s Net Zero 2050 targets.

A detailed assessment of our greenhouse gas emissions revealed that electricity consumption accounts for 80.8% of our direct emissions footprint, followed by vehicle fuels at 17.4%, and treatment processes at 1.4%. Our emissions intensity was benchmarked at 5.45×10 ⁻⁴ tonnes of CO₂e per cubic meter, positioning NWS competitively among industry peers, while highlighting opportunities for further improvements.

Current Climate Action Initiatives	Details
Solar Energy Integration	RFP to develop 20 MW of solar power capacity
Energy Efficiency	Pilot Project of operational optimization to reduce energy waste
Water Loss Reduction	2.25 % reduction in non-revenue water
Resource Recovery	sludge Management Strategy
Nature-Based Solutions	Al Ansab Wetland contribute as carbon sinks

Through these efforts, NWS is targeting a 32.4% reduction in emissions by 2030.

Looking ahead, we aim to expand and accelerate our climate ambitions through the following initiatives:

Long Term Toward 2050 Net Zero Following Initiatives

Future Climate Action Plans	Details
Solar Energy Expansion	Scale up solar capacity by five times
Complete Fleet Electrification	Transition the remaining fleet to electric vehicles
Low-Carbon Fuels Adoption	Explore biofuel and hydrogen blending technologies
Waste-to-Energy	Maximize energy recovery from organic waste streams
Nature-Based Solutions	Establish extensive reforestation projects as carbon sinks

These projects reflect NWS’s commitment to delivering measurable progress in environmental stewardship, aligned with Oman Vision 2040 and the United Nations Sustainable Development Goals.

Future Outlook for 2025

Nama Water Services continues to align its strategic direction with Oman Vision 2040 and national sector priorities. The Integrated Master Plan 2025–2050 presents a comprehensive framework for the development of Oman's water and wastewater infrastructure through 2050. The Master Plan was developed within the framework of Oman Vision 2040, the National Water Sector Strategy, and the Nama Water Services Company Strategy, ensuring alignment with broader national objectives and sector-specific goals.

The IMP outlines a total investment of 11.3 billion Omani Riyals, with 2.6 billion Omani Riyals allocated to water projects and 8.7 billion Omani Riyals to wastewater and treated effluent initiatives.

The proposed CAPEX is classified into four distinct categories:

Category	Description
Fixed-in-Time Projects	Mandatory projects essential for maintaining current service levels amidst growing demand
Water Storage Projects	Construction and rehabilitation of reservoirs
Wastewater Projects	100 Sewage Treatment Plants (STPs), including new facilities and expansions, along with collection networks
Integrated Extension Projects	Transmission and distribution network expansions and integrated water and wastewater networks to serve areas with high growth potential

For the water sector, the IMP prioritizes transitioning away from wellfield dependency by 2030 (to be kept only as emergency sources), the development of new strategic desalination plants in Shinas and Musanaah, and the implementation of Aquifer Storage and Recovery projects. Major investments are planned for transmission system upgrades (347.7 million OMR), achieving two-day storage capacity (339 million OMR), and extensive network rehabilitation (128.5 million OMR) in line with Non-Revenue Water reduction targets. The Plan emphasizes infrastructure optimization over expansion, with a focus on removing non-compliant transmission main connections and integrating water and wastewater network development.

In the wastewater sector, the IMP proposes an expansion of treatment capacity by 1.5 million m³/day, with an investment of 1,937 million OMR. The plan includes approximately 21,000 km of new wastewater networks at a cost of 4,700 million OMR. It further outlines enhanced sludge management through anaerobic digestion, composting, and incineration, alongside strengthened initiatives for treated effluent utilization. The strategy aims to achieve APSR's service coverage targets through strategic infrastructure development and alternative funding mechanisms, including public-private partnerships.

In conclusion, the Integrated Water and Wastewater Master Plan represents a major shift in resource management, establishing a long-term framework for sustainable growth that integrates water security, environmental sustainability, and economic efficiency. By embracing a unified and forward-looking approach, Oman is positioning itself to ensure water resilience, optimize resources, and support its growing population and economy without compromising its natural wealth.



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