



Stepping Ahead

ANNUAL REPORT
2025



His Majesty Sultan
Haitham bin Tariq Al Said

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ABOUT THIS REPORT

Oman Water and Wastewater Services Company SAOC, operating as Nama Water Services Company (NWS) or the Company, is pleased to present its Annual Report for the year 2025.

This report provides an overview of the Company's operational, financial, and strategic performance throughout the reporting period, prepared in accordance with applicable regulatory requirements and recognized reporting standards. It highlights key achievements, challenges, and developments across the Company's core activities, including infrastructure delivery, service quality, environmental management, risk management, and human capital development.

The report covers the full scope of the Company's water and wastewater operations across the Sultanate of Oman, excluding operations in the Dhofar Governorate. Relevant comparative information from prior reporting periods has been included where applicable, to enhance transparency and provide meaningful insight into year-on-year performance trends. The reporting period covers January 1, 2025 to December 31, 2025.

This Annual Report is intended for a broad range of stakeholders, including regulatory authorities, government entities, shareholders, customers, employees, and the wider community. It reflects the Company's ongoing commitment to transparency, accountability, and sustainable development, in line with national priorities.

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

- Oman Investment Authority (OIA) Public Disclosure Guidelines

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





Chairman's Message

I am honored to present the Annual Report of Nama Water Services (hereinafter referred to as the "Company") as of year-end December 31, 2025. The year was characterized by sustained financial strength, operational advancement, and continued institutional development, further reinforcing the Company's role as a strategic contributor to the sustainable development of the Sultanate of Oman.

As of year-end 2025, the Company served 987,714 registered water and wastewater accounts across residential, commercial, and governmental sectors. Water accounts reached 759,167, reflecting a 3.01% increase compared to the previous year, while wastewater accounts rose to 228,547, representing growth of 0.84%. The number of beneficiaries of treated wastewater services also continued to grow, with the customer base increasing by 36.4% year-over-year to reach 311 customers, compared to 228 in 2024. This consistent expansion reflects the Company's commitment to broadening service coverage and delivering sustainable water solutions nationwide.

During 2025, operational performance further enhanced service reliability and system efficiency. The Company produced 428.6 million cubic meters of potable water and successfully reduced water losses by 4% comparing with 2024,, demonstrating measurable progress in leak detection, network optimization, and infrastructure rehabilitation initiatives. Wastewater inflows to treatment facilities reached 95.21 million cubic meters, while treated wastewater utilization increased to 53%, contributing to national resource efficiency and environmental sustainability objectives.

In 2025, we delivered 34 projects across the water and wastewater sectors, with a total value exceeding OMR 208 million. These investments played a vital role in strengthening system resilience, expanding service coverage, and enhancing reliability for our customers across the Sultanate. I am particularly pleased that we exceeded our capital delivery targets for the year, with the value of work completed surpassing 100% of our planned target. This achievement reflects the strength of our planning, the discipline of our execution, and the dedication of our teams working across the field.

Health and safety performance continued to reflect the Company's operational maturity and unwavering commitment to responsible and safe practices. Total working man-hours increased significantly to 52.7 million in 2025, compared to over 32 million in the previous year, underscoring the scale of operational expansion. Despite this substantial growth, the Company successfully maintained zero fatalities and further improved its Lost Time Injury Frequency Rate (LTIFR), which declined from 0.03 in 2024 to 0.02 in 2025. This performance reaffirms the Company's steadfast dedication to safeguarding the wellbeing of its employees and contractors, while embedding a strong culture of safety across all operations.

The Company continued to demonstrate its strong commitment to the development of national talent, reinforcing its role as a leading employer of Omani nationals. With a workforce comprising 1,988 Omani employees, the Company achieved an Omanization rate of 99.90%, positioning Nama Water Services as an almost fully nationalized organization. During the year, significant emphasis was

placed on enhancing employee capabilities and leadership development. Approximately 90% of the workforce participated in structured training initiatives, supported by the delivery of more than 55 training programs. This was underpinned by an investment of OMR 1.29 million in learning and development, reflecting the Company's continued focus on building a highly skilled, future-ready workforce aligned with its strategic objectives.

In 2025, Nama Water Services further strengthened its position as a leading national institution in environmental sustainability through a series of impactful achievements that enhanced environmental awareness and reinforced the Company's institutional reputation. These efforts were recognized with two prestigious awards at the GCC level during the Gulf Sustainability Awards held in Dubai. The Company received the Best Circular Economy Initiative award for its "Kala'a" project, as well as the Best Water and Waste Management Project award for its innovative use of treated water in cooling systems. These accolades underscore the Company's leadership and its active contribution to advancing the objectives of Oman Vision 2040.

On behalf of the Board of Directors, I extend my sincere appreciation to the executive management team and all employees for their dedication and professionalism. We also express our gratitude to our customers, shareholders, government partners, and stakeholders for their continued trust and support.

Please accept our highest appreciation and respect.

Ibrahim Said Al Eisri
Chairman



CEO's Message

I am honored to present the Nama Water Services Annual Report for 2025, a year defined by strengthened institutional maturity, operational resilience, and measurable progress across all strategic dimensions. Our achievements reflect disciplined execution, robust governance, and an unwavering commitment to delivering safe, reliable, and sustainable water and wastewater services aligned with our shareholders' expectations.

Throughout 2025, we reinforced our focus on service excellence, asset stability, financial sustainability, and organizational capability. Guided by our SAEF framework: Satisfied Customers, Asset Stability, Employee & Leadership Development, and Financial Viability, we delivered tangible outcomes while building long-term resilience.

Safety remains a cornerstone of our operations. Despite a significant increase in operational scale, with total working man-hours reaching 52.7 million, we recorded zero fatalities and reduced the Lost Time Injury Frequency Rate (LTIFR) to 0.02, down from 0.03 in 2024. Over 538,516 HSE training hours were delivered, and the implementation of the electronic permit-to-work system strengthened risk controls across projects and operations. These results reflect the depth of our culture of safety and our shared responsibility toward protecting employees, contractors, and communities.

Customer experience remained central to our priorities. We served 987,714 customers across the Sultanate, supported by 99.3% smart meter penetration

and expanded digital service channels, with 97.70% of invoices issued based on actual readings.

Operationally, 2025 was marked by scaled delivery and targeted strategic investment. Our asset portfolio grew to over 49,000 water assets and 1,700 wastewater assets. We also improved network efficiency, recording an unprecedented reduction in water losses, through smart leak detection, accelerated repair programs, meter replacement initiatives, satellite-based monitoring, and proactive maintenance. These initiatives were achieved through close coordination between technical and commercial teams.

Our success continues to be driven by our people. With 1,988 employees and an Omanization rate of 99.90%, we take pride in developing national talent and leadership capabilities. Omanization within the operations and maintenance contracts reached 84%, underscoring our focus on nurturing local capabilities and strengthening the sector's national expertise.

More than 800 Omani professionals were employed through supporting companies, including contractors and consultants, to support ongoing water and wastewater projects. This initiative reflects the Company's commitment to strengthening Omanization and investing in national human capital.

As part of strengthening our corporate culture, the 2025 Corporate Culture Assessment Survey was conducted with the participation of 1,071 employees, with a 52.63% response rate. This reflects strong employee

engagement with development initiatives.

The results showed significant improvement compared to the previous year, with the Employee Engagement Index rising to 67.50% and the Employee Net Promoter Score (eNPS) reaching 63.12%. These outcomes highlight the positive impact of the Company's initiatives in fostering a supportive work environment and enhancing organizational readiness to achieve its strategic objectives.

Looking ahead, we will continue to prioritize operational excellence, environmental stewardship, digital transformation, and financial sustainability. Our strategic goal is clear: to build a leading water utility that makes a meaningful contribution to the sustainable development of Oman.

On behalf of the Executive Management Team, I extend my sincere gratitude to the Board of Directors for their guidance and oversight, our employees for their dedication and professionalism, and our customers, partners, and stakeholders for their trust and collaboration. Together, we will continue to build a resilient, sustainable water future for the Sultanate of Oman.

Qais Saud Al Zakwani
Chief Executive Officer

STRATEGIC OVERVIEW

Nama Water Services operates as the national provider of water and wastewater services, with a strategic mandate to deliver reliable, efficient, and sustainable essential services nationwide.

The Company continues to strengthen the efficiency and reliability of its operations by embedding resilient Health, Safety, and Environment (HSE) practices and strengthening risk mitigation measures. NAMA Water Services is committed to ensuring the consistent availability of high-quality water and wastewater services through enhanced customer relations, expanding coverage while reducing water losses & increasing utilization of treated water.

Furthermore, the Company remains focused on meeting stakeholder expectations by improving operational performance and strengthening financial sustainability, ultimately contributing to shareholder value while delivering on the Company's mission and long-term vision.

During 2025, the Company advanced its strategic priorities by strengthening operational performance, optimizing asset management, and progressing critical infrastructure projects to meet growing demand. Strategic planning and investment decisions were guided by approved business plans, risk management frameworks, and performance targets to ensure alignment with stakeholder expectations and regulatory oversight.

Our strategy is built on embedding sustainability across the core pillars: Satisfied Customer, Asset Stability, Financial Viability and Employee & Leadership Development (S.A.F.E). These priorities are supported by a strong commitment to safety, environmental responsibility, and quality, which remain fundamental to our operational excellence.

The Company's strategic direction is supported by a structured governance framework, robust performance monitoring, and continuous improvement initiatives, enabling Nama Water Services to respond effectively to operational challenges while maintaining resilience and continuity of service.



NWS aligns KPIs with Oman vision 2040:



98.53%

Continuity of Water Supply



72.4%

Water Coverage



31.7%

Wastewater Coverage



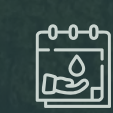
84%

Omanization in Permanent Contractors (O&M)



53%

TE Utilization



7days

Average Number of Days Connecting Utilities to New Water Customers (Residential)

Vision :

To be a leading water utility contributing to the sustainable development of Oman

S atisfied Customers	A sset Stability & Infrastructure Expansion	F inancial Viability	E mployee & leadership Development
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Enterprise Resiliency

"Resilient HSE practices focused on asset and business risks"

Product Quality and Operation Optimization

"Ensure quality and availability for everyone."

Infrastructure Planning & Execution

"Maximize network connectivity"

NRW Reduction

"Minimize water losses and increase water sustainability"

Service & Revenue Growth

"Maximize service connectivity and reduce free Water"

Change Management, Governance & Compliance

Performance & Continual Improvement

Community Sustainability and Stakeholder Understanding

Enterprise Data Management and Innovation

Mission: Committed to serving society by providing safe, reliable, and sustainable water and wastewater services, thereby safeguarding water for current and future generations.

Care and Respect

Empowerment

Professionalism

Teamwork

Transparency & Integrity



Our Vision

To be a leading water utility, contributing to the sustainable development of oman"



Our Mission

Committed to serving the society by providing safe, reliable and sustainable water and wastewater services, thereby safeguarding water for current and future generations



Our Values

Care and respect | Empowerment | Professionalism | Teamwork | Transparency and Integrity

Integrated Management System (IMS)

The Company continues to enhance its management systems in line with international standards, including ISO 9001, ISO 14001, ISO 45001, ISO 27001, ISO 17025, and ISO 18295, through an Integrated Management System (IMS) that ensures unified governance, efficiency, and institutional compliance.

Annual internal audits are conducted to assess conformity with IMS requirements, identify

improvement opportunities, and verify the effectiveness of corrective actions. In 2025, these audits supported the re-certification of ISO 9001, ISO 14001, and ISO 45001 in the Governorate of Muscat, as well as the achievement of quality, environmental, and occupational health and safety certifications in Al Buraimi and Musandam, with ongoing efforts to expand certification coverage across other governorates.



European Benchmarking Co-operation (EBC)

The European Benchmarking Co-operation (EBC) is a not-for-profit foundation established in 2005 to support drinking water and wastewater utilities in enhancing service performance through systematic benchmarking and knowledge exchange.

Nama Water Services (NWS) has been an active participant in EBC's annual benchmarking program since 2015, gaining comparative insights from over 250 utilities in more than 45 countries. This engagement has enabled NWS to assess its performance against international peers and identify

opportunities for continuous improvement.

NWS was awarded a Three-Star Certificate in recognition of its sustained participation in EBC's water services improvement program. The award reflects the Company's commitment to providing high-quality performance data, continuously improving water services, and actively contributing to EBC initiatives, including the organization and hosting of improvement activities.

CORPORATE GOVERNANCE & RISK MANAGEMENT

Corporate Governance

The Company is committed to maintaining a robust corporate governance framework that promotes transparency, accountability, integrity, and effective oversight across all operations. This framework provides the foundation for sustainable growth, sound decision-making, and safeguarding stakeholder interests.

The governance structure is developed in alignment with the Commercial Companies Law of the Sultanate of Oman, the Oman Investment Authority (OIA) Governance Code for State-Owned Enterprises, and the Public Disclosure Policy for OIA Entities.

Through this alignment, the Company ensures full compliance with regulatory expectations while adopting best practices in governance and disclosure.

The Board of Directors holds ultimate responsibility for overseeing the governance of the Company, including strategic direction, risk management, internal control systems, and performance monitoring. This is supported by a structured system of Board committees and executive management, ensuring clear segregation of duties and effective accountability.



2025 KPIs



100%

100%

To fully comply with Shareholder requirements stated in the code of governance, policies and guidelines for Shareholder entities



100%

87.50%

Compliance with APSR Guidelines

● Target

● Performance



Governance Management Framework

The Company has established an integrated governance management framework that defines how authority is exercised, decisions are made, and performance is monitored across the organization.

This framework is built on a set of internal policies, procedures, and control mechanisms that ensure:

- Alignment between strategic objectives and operational execution
- Transparency in decision-making processes
- Accountability at all organizational levels
- Compliance with regulatory and legal requirements
- Effective identification and management of risks

The framework is continuously reviewed and enhanced to reflect changes in regulatory requirements, business needs, and best international practices. It also incorporates internal audit functions, risk management processes, and compliance monitoring to ensure the effectiveness of governance practices.

Board of Directors

The Board of Directors is responsible for setting the Company’s strategic direction and overseeing its implementation. It ensures management operates in alignment with approved strategies while maintaining high standards of governance and performance.

The Board’s key responsibilities include:

- Approving strategic plans and business objectives
- Monitoring financial and operational performance
- Overseeing risk management and internal control systems
- Ensuring compliance with applicable laws and regulations
- Safeguarding the interests of shareholders and stakeholders

Board Composition

As of December 31, 2025, the Board consists of five non-executive members, reflecting a governance structure that ensures independent oversight and balanced decision-making. The composition of the Board reflects a diverse mix of expertise and professional backgrounds, enabling effective oversight across financial, operational, and strategic matters.

Board Meetings

The Board meets regularly to review and discuss key matters related to the Company’s performance, strategy, and governance. During the financial year ended December 31, 2025, the Board held a total of 14 meetings, demonstrating strong engagement and active oversight. These meetings covered a wide range of topics, including:

- Strategic initiatives and major projects
- Financial performance and reporting
- Risk management and mitigation plans
- Governance and compliance matters

Committees of the Board

To support the Board in discharging its responsibilities, the Company has established specialized committees with clearly defined mandates. These committees enable more focused oversight and detailed review of key areas. They operate under approved terms of reference and report directly to the Board, ensuring that all decisions are aligned with the Company’s strategic objectives.

During 2025, the committee structure was refined to enhance efficiency, including the consolidation of certain functions to improve coordination and effectiveness.

Committee	Responsibilities
Audit and Risk Committee	Oversees financial reporting, internal controls, risk management, and external audit processes
Executive / Major Tenders Committee	Reviews and approves major tenders and contracts exceeding defined thresholds, ensuring transparency and fairness
HR, Digitalization and Customer Service Committee	Oversees human capital strategies, digital transformation initiatives, and customer experience improvement

Remuneration of Directors

The Company adopts a transparent and structured remuneration framework for Board members, aligned with regulatory requirements and governance best practices. The remuneration structure is designed to:

- Reflect the responsibilities and contributions of Board members
- Ensure fairness and consistency
- Comply with applicable regulatory limits

Component	Details
Chairman's Fee	OMR 700 per meeting
Board Member's Fee	OMR 600 per meeting
Committee's Fee	OMR 300 per meeting
Maximum Annual Cap	OMR 6,000 per member

Board Members



Ibrahim Said Al Eisri
Chairman



Mr. Alaa Aldin Abdullah Bait Fadhil | Vice Chairman



Ms. Naama Hamed Al Hashmi
Board Member



Mr. Prakash Narayan
Board Member



Mr. Nemer Mohammed Al Shebel
Board Member

Risk Management

NWS's Risk Management (RM) framework is designed to systematically identify, assess, manage, and monitor risks that may impact the achievement of the Company's strategic and operational objectives. The framework is aligned with ISO 31000:2018, Nama Group requirements, OIA guidelines, and leading industry best practices.

The RM framework ensures a consistent and structured approach to risk management across strategic, operational, and program levels, supporting informed decision-making and sustainable value creation. It enables NWS to proactively manage uncertainties while safeguarding employees, assets, resources, reputation, and stakeholder confidence.

The application of controls and mitigation actions has led to a measurable reduction in overall risk exposure, demonstrating the effectiveness of NWS's risk treatment strategies and governance mechanisms.

No risks exceeded the approved risk appetite without appropriate mitigation actions and management oversight.



19

Risk Register



242

Total Reviewed Risks



52

Closed Risks



341

Controls



Key RM Developments

NWS has continued to strengthen its RM capabilities through:



Full utilization of RM automation

and dashboards to support real-time risk monitoring and reporting



Ongoing maintenance

and enhancement of the Corporate Risk Register



Conducting Risk Management audits

to assess effectiveness and compliance



Increased risk awareness and ownership across the organization.

These initiatives have helped embed a proactive risk management culture enabling timely escalation and informed response to emerging risks



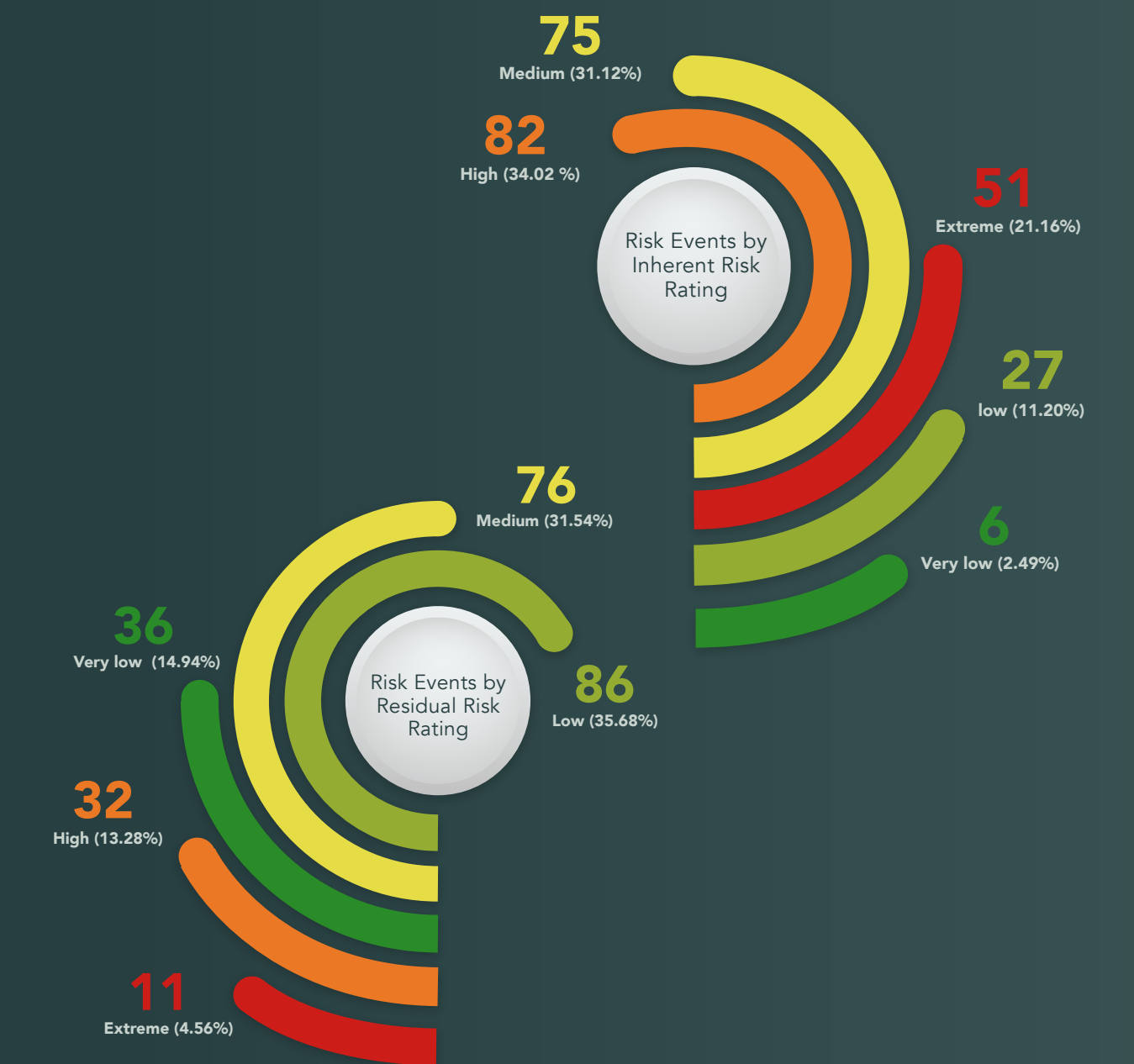
Cascading Level 2 Risk Registers

across the organization to strengthen accountability and risk ownership

Through these efforts, NWS aims to enhance resilience, improve decision-making, and ensure continued alignment between risk management practices and strategic objectives

Risk Profile Overview

As of 2025, NWS maintains a comprehensive Corporate Risk Register supported by RM Automation tools and dashboards, providing enhanced visibility and oversight of risk exposure. Risks are assessed based on inherent risk and residual risk, ensuring effective prioritization, mitigation, and monitoring.



Business Continuity

NWS is committed to ensuring the continuous delivery of essential services and maintaining organizational resilience. The company's Business Continuity Management (BCM) program follows the best international practices to strengthen preparedness and support uninterrupted operations under various conditions.

Key Actions

NWS continued to strengthen its Business Continuity Management (BCM) program by building on the foundation established in the previous years. It started with planning and updating and enhancing Business Impact Assessments (BIA), to identify critical operations and their priorities. Based on these assessments, the company identified potential risks and threats affecting business continuity and developed structured recovery approaches to address them.

Additionally, after updating the related plans, NWS conducted 11 business continuity exercises and 19 training and awareness sessions to reinforce preparedness and coordinated response across the organization.

Organizational Resilience

These efforts contributed to improving coordination and reinforcing the company's ability to sustain services reliably. NWS continues to prioritize resilience as part of its commitment to serving its customers and stakeholders effectively



Various BIAs Conducted

Comprehensive analyses across all functions to identify critical processes & recovery priorities

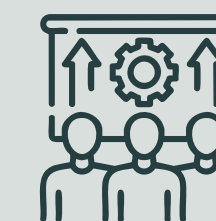


10 Tabletop Drills & one real Simulation

BC Exercises enable NWS to ensure uninterrupted essential services, strengthen crisis response and validate organizational readiness during disruptions.



Improvement of BCM Documents and Registers



Competencies Enhancement BCM Team Certifications 19 Training Sessions

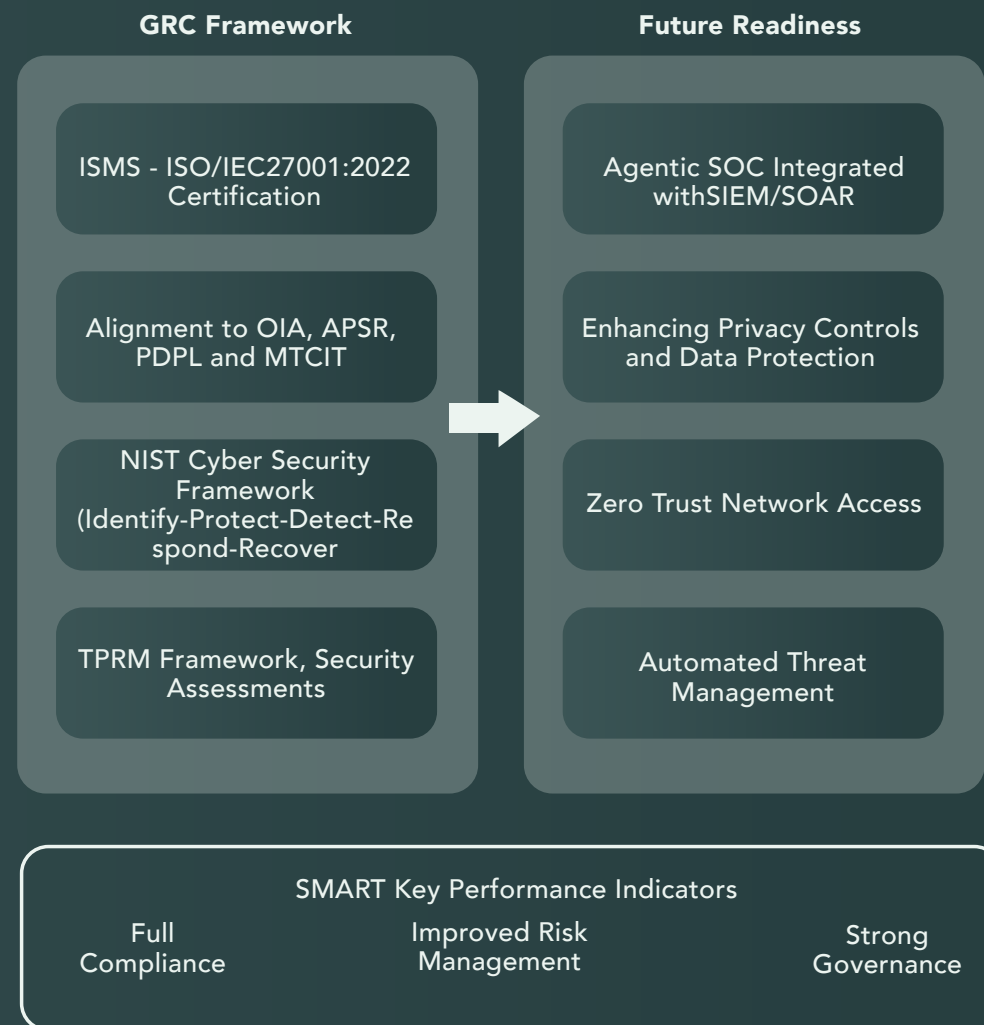
Targeted awareness sessions and specialized training for BCM Champions across the organization

Cybersecurity

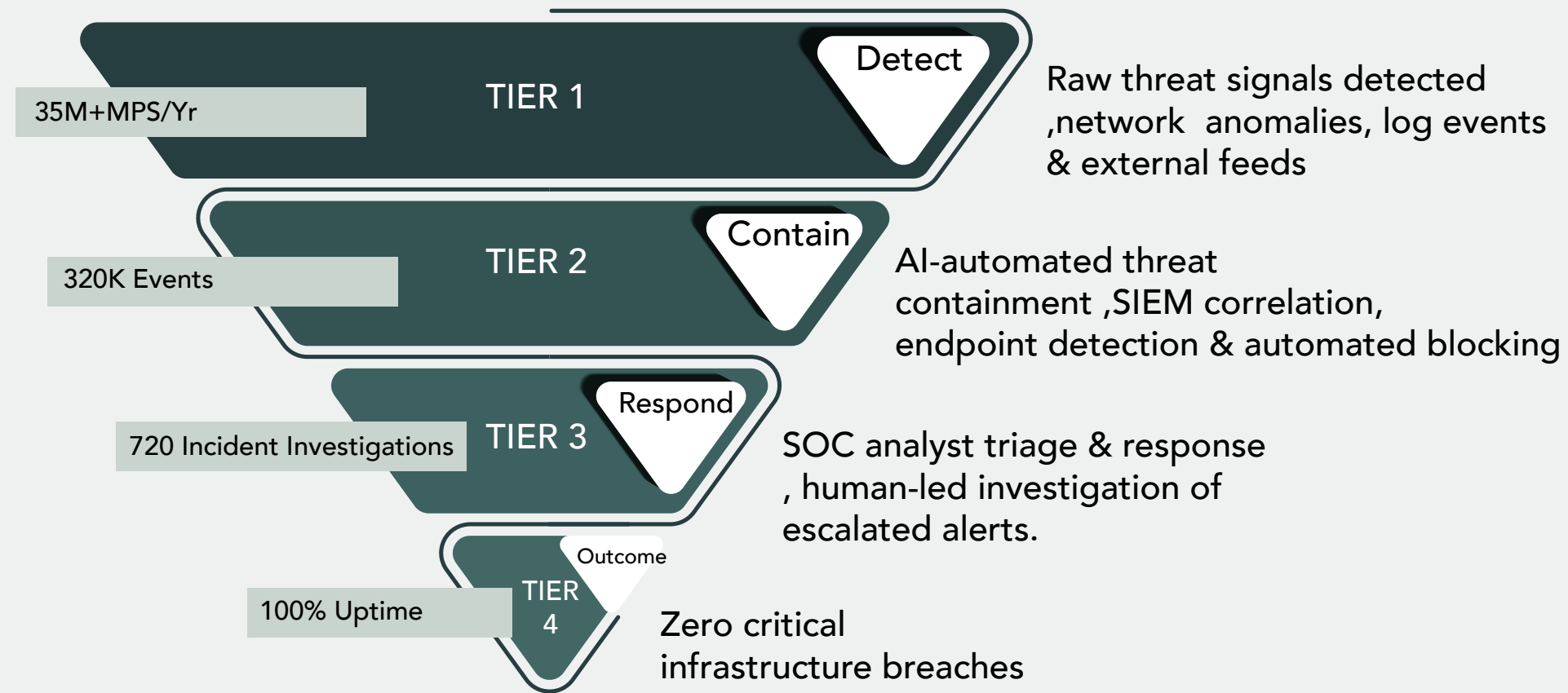
NWS significantly strengthened its cybersecurity posture, achieving certification to ISO 27001:2022 and full alignment with APSR regulatory requirements. By embedding a "secure-by-default" philosophy across its critical water infrastructure, the Company enhanced resilience against evolving cyber threats while maintaining a breach-free environment through continuous, 24/7 Security Operations Center (SOC) monitoring.

This robust foundation was further reinforced through the implementation of advanced data privacy frameworks and targeted workforce training programs addressing emerging AI-driven threats.

As a result, cybersecurity capabilities matured into a proactive, intelligence-led defense model aligned with international standards and Oman's national cybersecurity directives, ensuring the protection of systems underpinning essential utility services.



NWS operates a multi-layered defense architecture with strong monitoring and response capabilities. During the year, the system processed over 35 million events per second, neutralized more than 320,000 threat events, and investigated over 720 incidents, achieving 100% availability of critical infrastructure.



Recognizing that cybersecurity is a shared responsibility, NWS has made notable progress in raising employee awareness. Through targeted campaigns and engagement initiatives, the workforce has evolved into an active first line of defense, strengthening the organization’s overall security culture.

4
Phishing Campaigns

37.20%
Industry Benchmark

7.20%
Last Campaign Phish-Prone

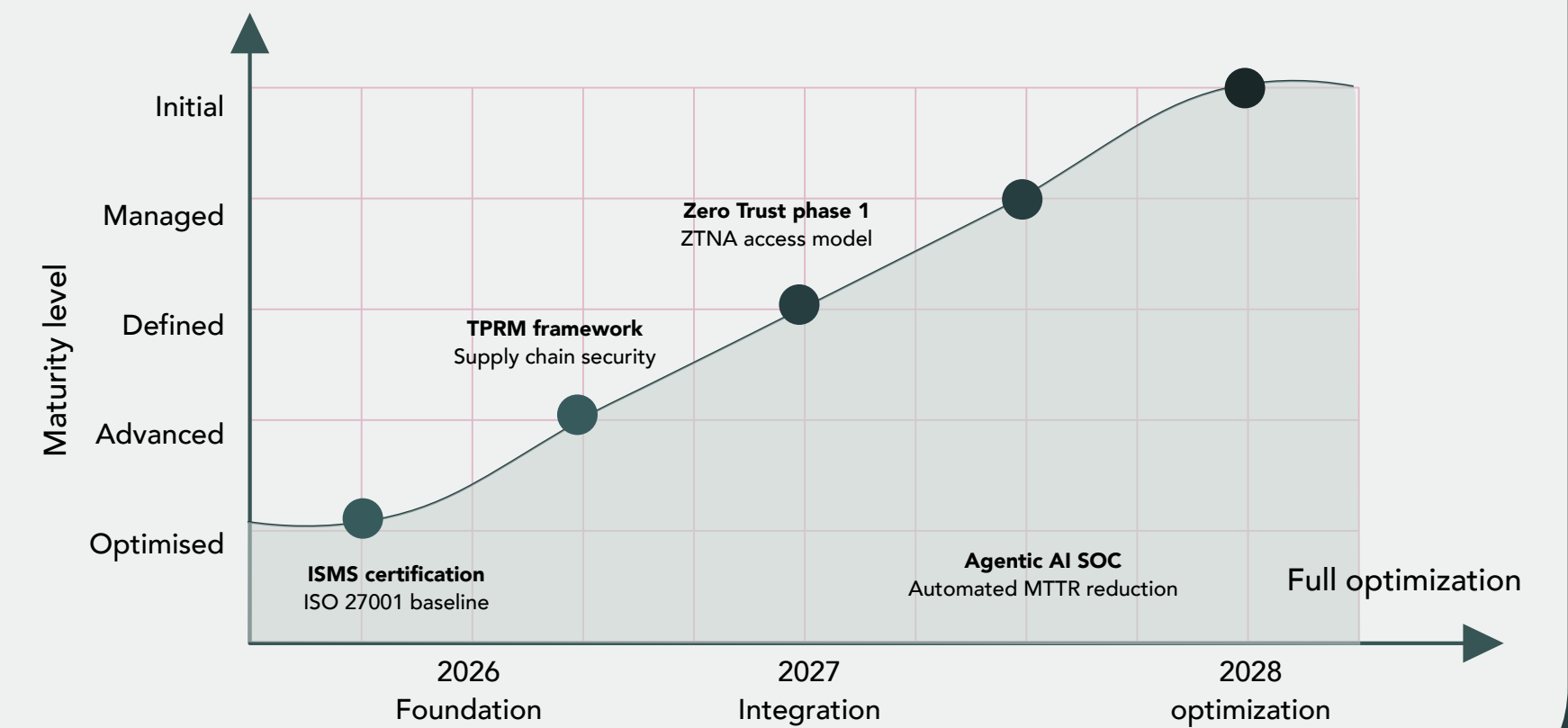
Looking ahead, NWS is advancing towards an “Autonomous Resilience” model. A comprehensive 2026–2028 cybersecurity roadmap has been launched, prioritising on the deployment of AI-driven automation solutions, such as Security Orchestration, Automation and Response (SOAR) and Privileged Access Management (PAM), alongside the adoption of Zero Trust Architecture and Zero Trust Network Access (ZTNA).

In parallel, the integration of advanced AI capabilities within the SOC will enable real-time threat detection and automated response, significantly reducing Mean Time to Respond (MTTR) and ensuring uninterrupted operations. This forward-looking approach embeds cybersecurity at the core of NWS’s digital transformation, ensuring regulatory compliance while building a resilient and adaptive defense against increasingly sophisticated global threats.

Cybersecurity maturity roadmap 2026 to 2028

Strategic program milestones · Zero Trust & AI-driven SOC

- Foundation milestones
- Integration milestones
- optimization target



Customer Satisfaction and Experience

Nama Water Services continues to set higher benchmarks for excellence, achieving a significant 69.6% customer satisfaction rate, which is a 10.5% year-on-year increase. This growth was driven by our strategic investments in service reliability, digital transformation, and accelerated responsiveness to customer feedback directly supporting our long-term commercial and operational goals. Further bolstered by our high contribution to Corporate Social Responsibility (CSR), by actively investing in the communities we serve, we have strengthened our brand trust and deepened our alignment with our shareholders' social pillars.



KPIs

- Target
- Performance



95%

96.2%

Improve billing accuracy (Percentage of customers bills are read as per regulation)



July

May

Conduct Customer Satisfaction survey and gap assessment



100%

99.00%

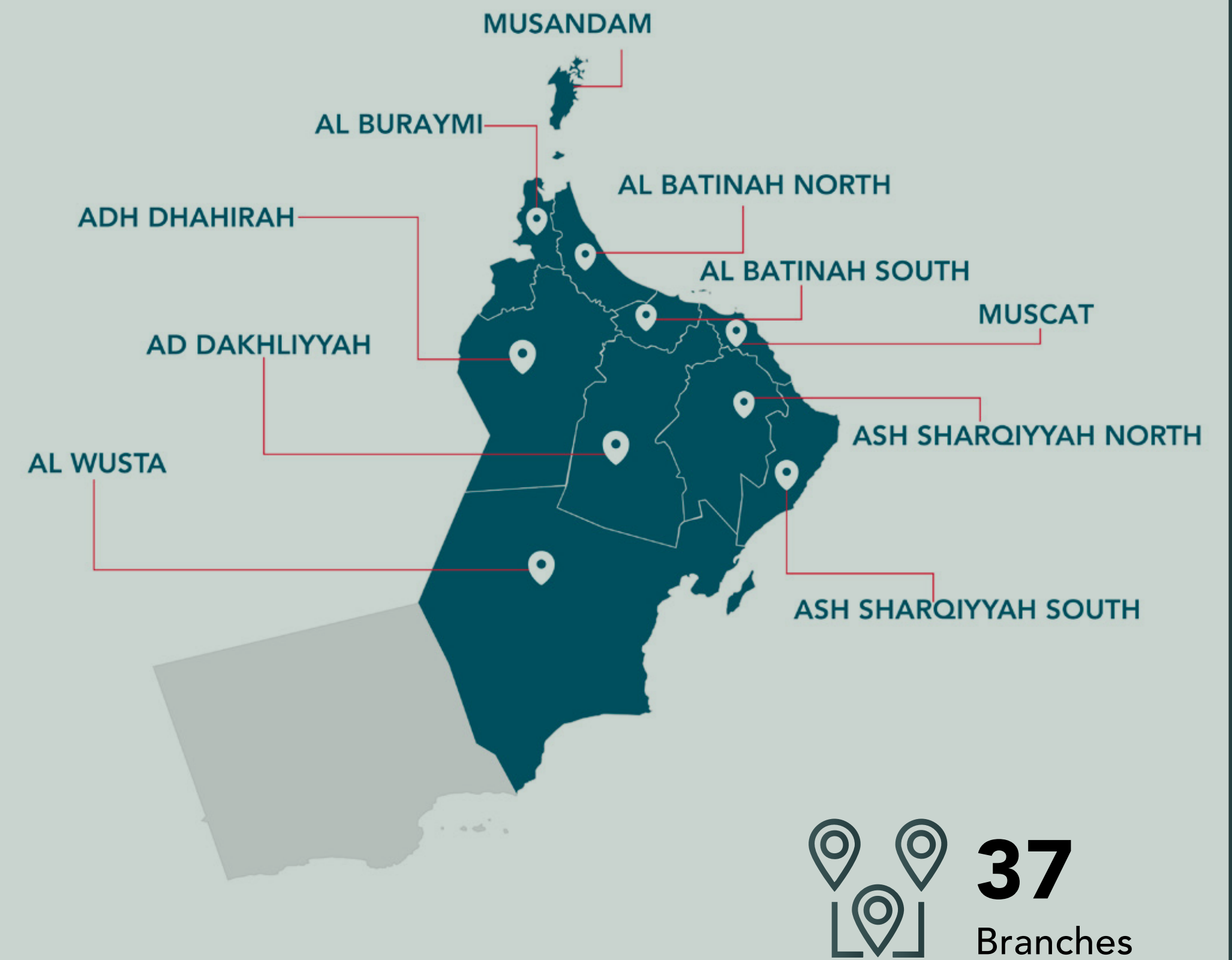
Implementation the enhancement plan post gap assessment

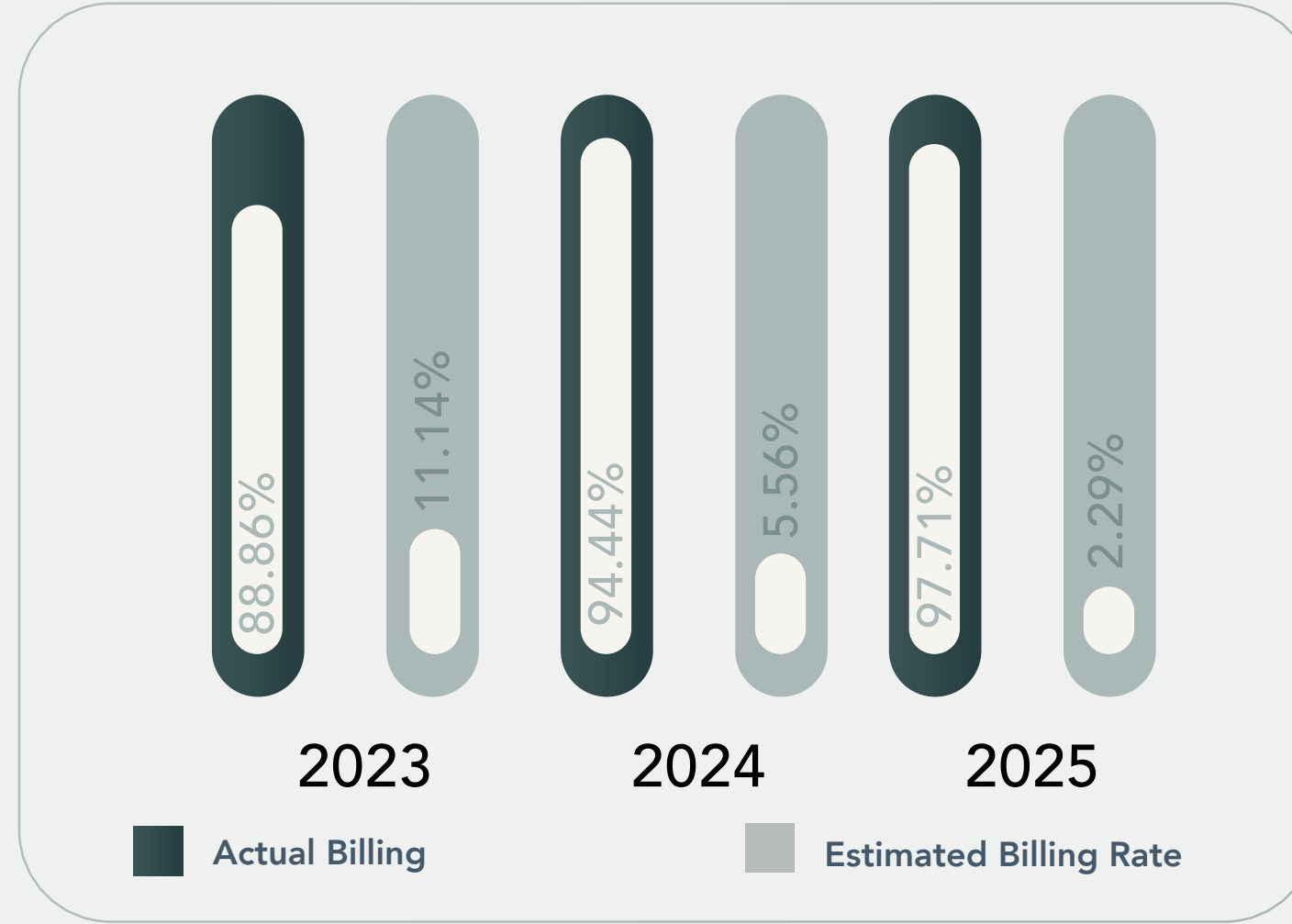
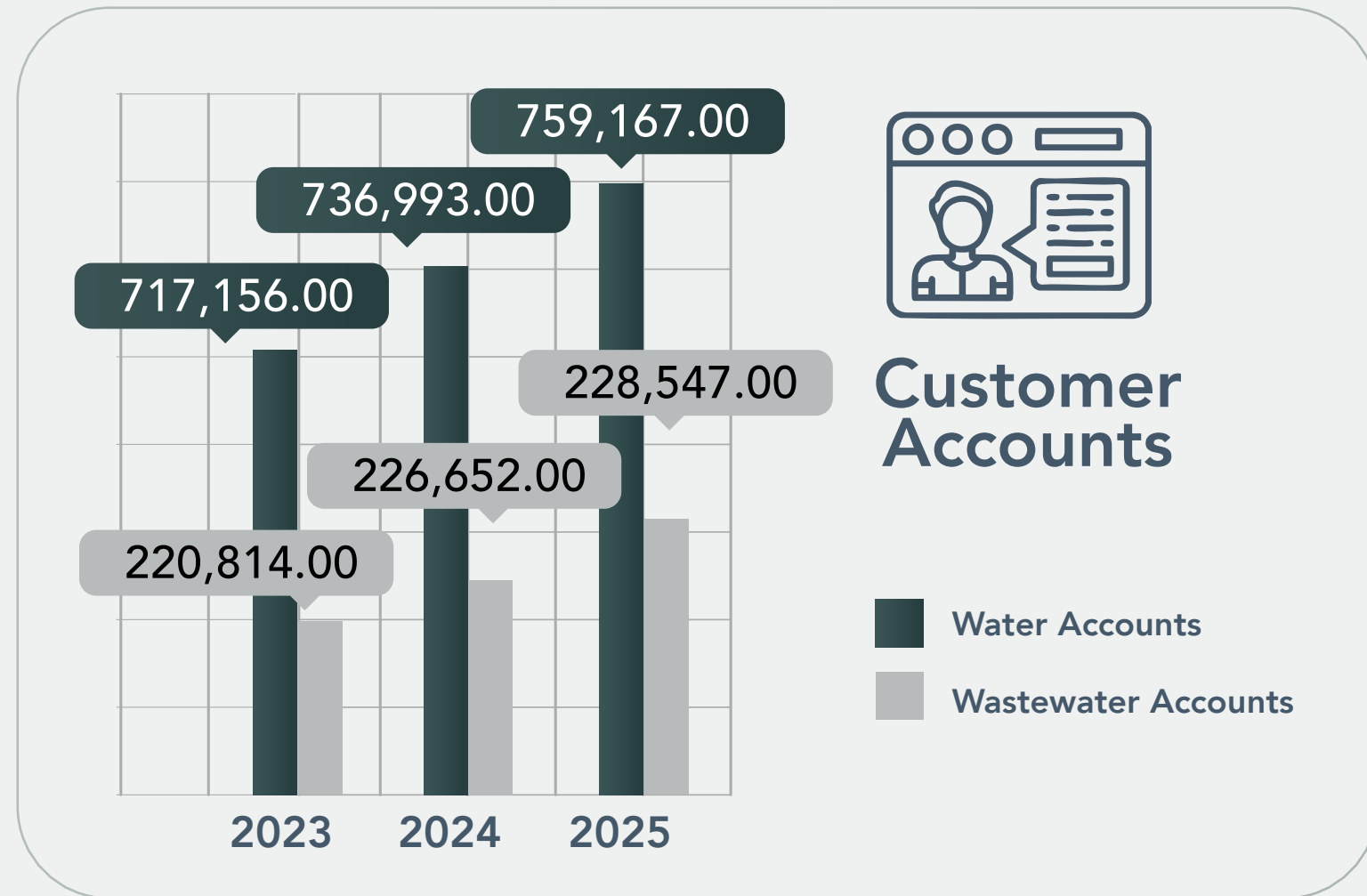


96%

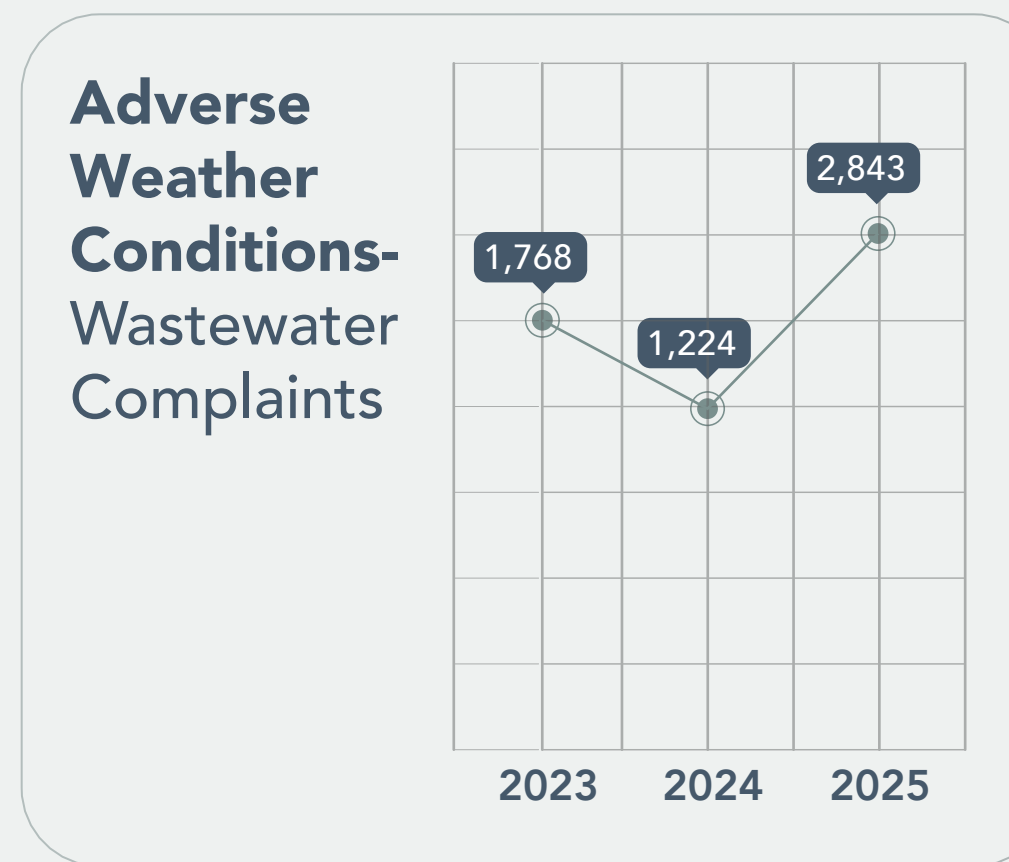
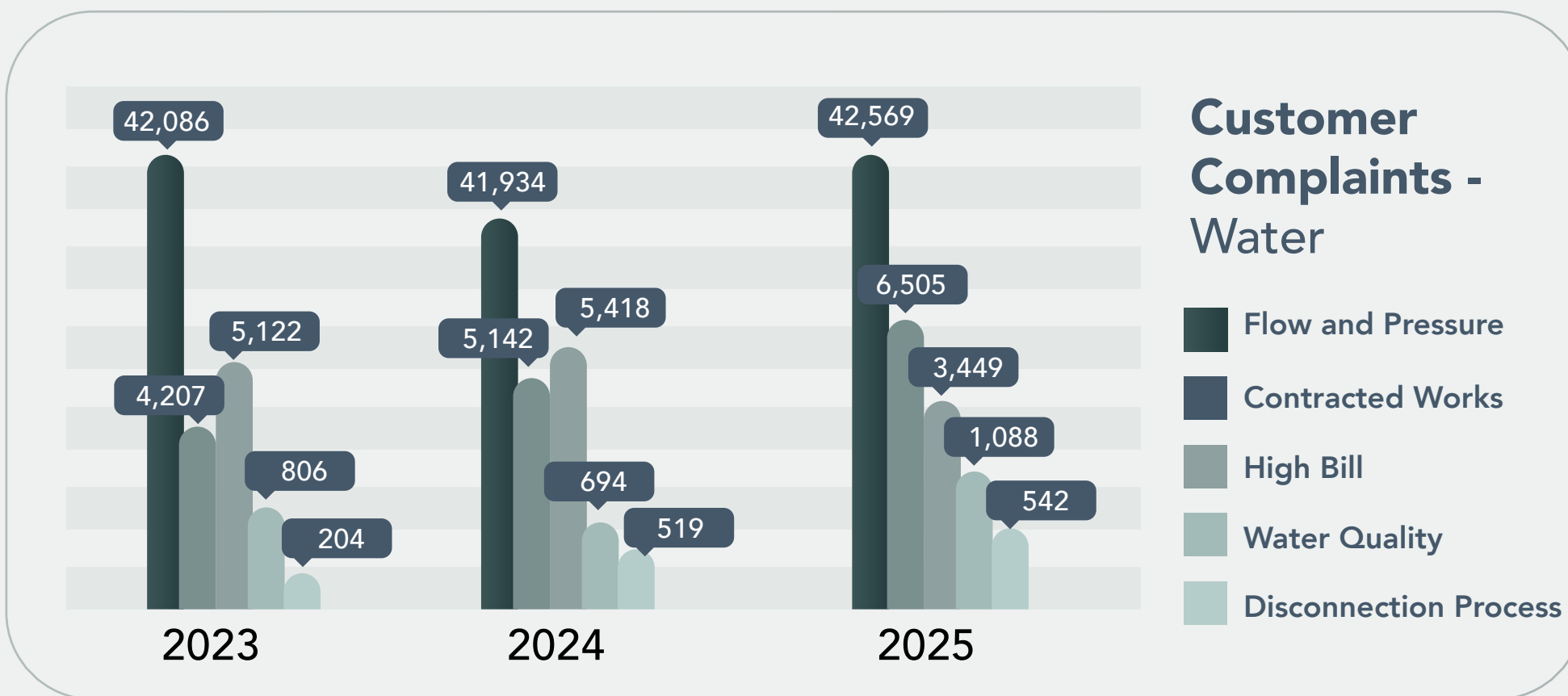
99.30%

Percentage of Smart Meters currently in use in Water (All Licensed Areas)



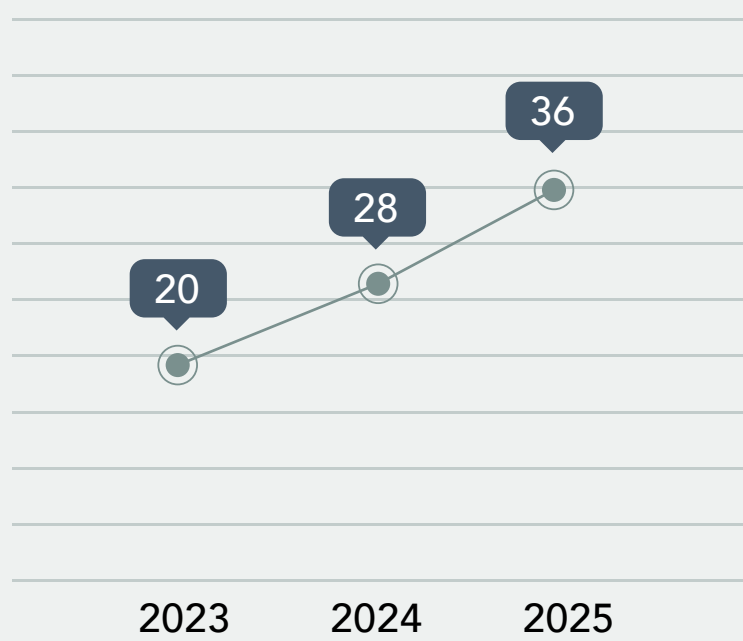


- 987,714** Total Accounts
- 47,480** Prepaid Water Meters
- 99.3%** Smart Meters Installation
- 5** Average Complaint Resolution Time (Days)
- 121** Days Sales Outstanding
- 637,374** Total Customers Transitioned to Regular Payment Cycles
- 3.01%** Increase In Water Accounts
- 0.84%** Increase In Wastewater Accounts
- 323%** Increase In Tanker Recharge Transactions Via App

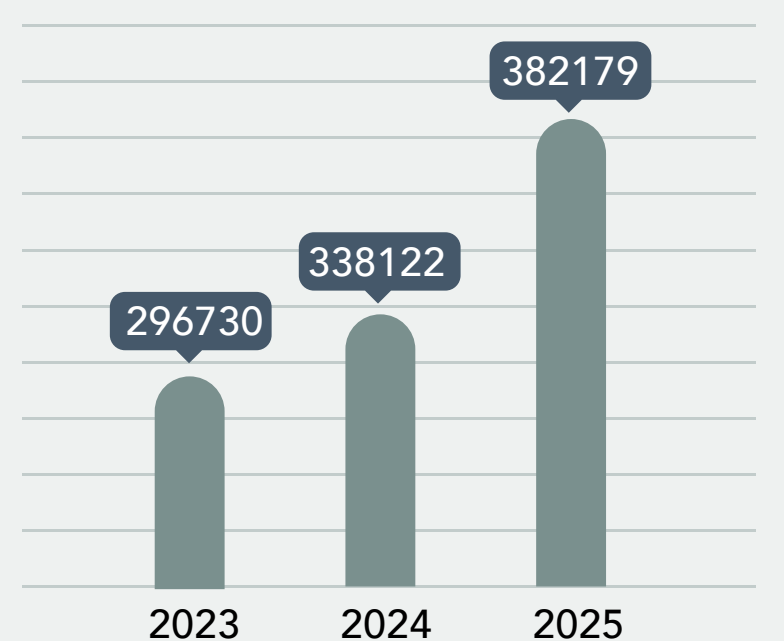


Enhancing Customer Experience Through Digital Innovation

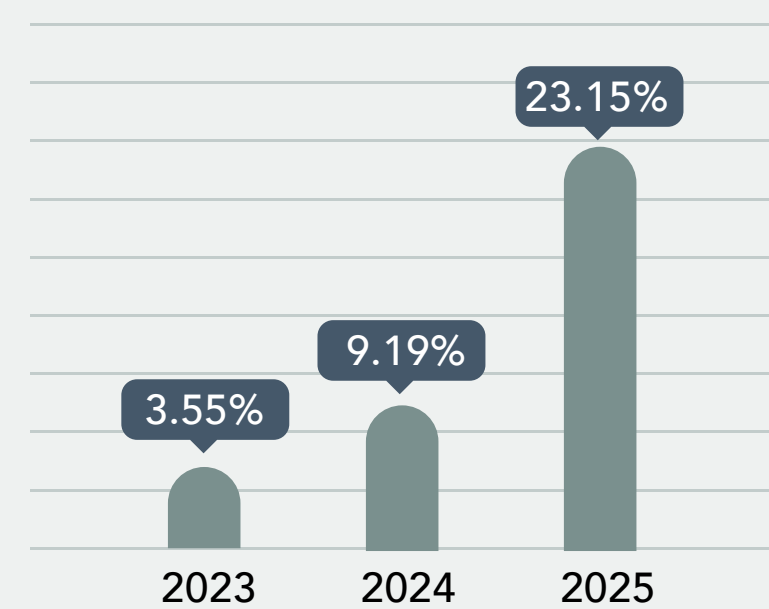
Number of E - Services



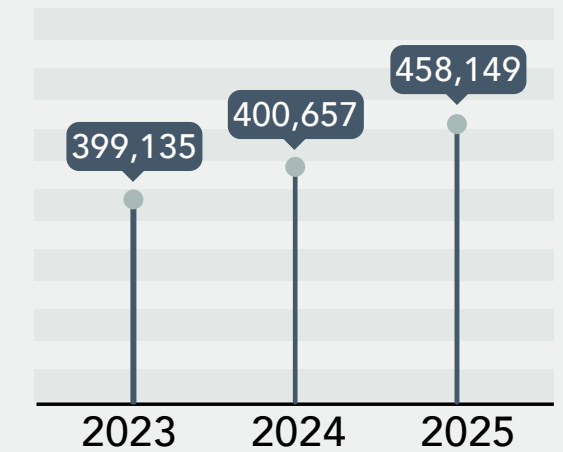
Number of Registered Users In E-Services



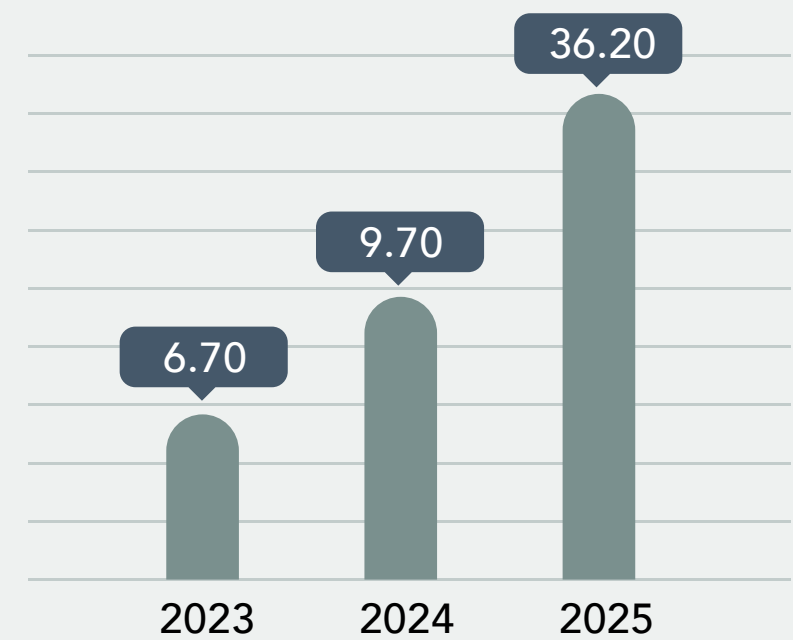
Mobile Payments (%) Compared To Other Payment Modes



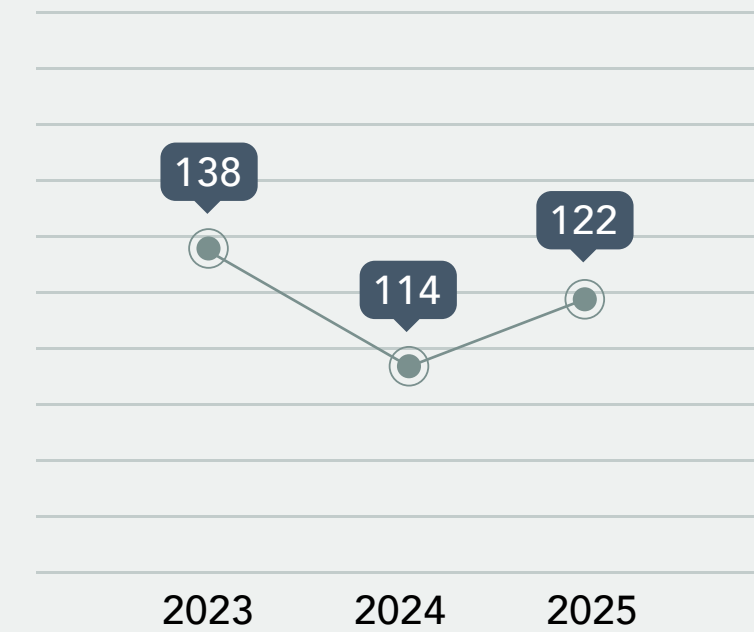
Average Customer Access To E-Services



Collection Through Eservice Channels (Million Omr)



Daily Average Registered User



Digital Ecosystem Integration

Continued integration with national platforms such as ROP, Thawani, smart meters, MOCI, MOSD, and OCR systems supports interoperability, automation, and data-driven service delivery across the ecosystem.



Improved Branch Operations – Mulim Phase 2 & 3

Enhanced branch operations under Mulim Phases 2 and 3 to strengthen service delivery and operational efficiency.

Customer Service Halls Expansion

Launched three new Customer Service Halls at Mall of Oman, Al Araiimi Boulevard, and Sohar City Centre.



Q System Enhancements

Provided a strong operational channel for the Call Center and Customer Service Halls, recording more than 101K system interactions in 2025. Supported operational planning by identifying visitor volumes and peak branches, with total visitors exceeding 173K in 2025. Extended working hours from 9:00 AM to 9:00 PM to improve customer service.



Video Call Service

Introduced a digital communication channel allowing customers to interact via video calls without physically visiting service halls.



Alert Notifications for RG

Enabled smart meters to interact with customers through system-generated alert notifications.

POS Payment Implementation

Implemented POS payments, achieving OMR 2,011,586.87 as a convenient and easy payment channel for branch customers.

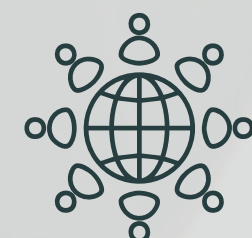


Corporate Social Responsibility

18 Social community initiatives



9 EDUCATIONS & INNOVATION



4 COMMUNITY & CULTURAL



5 HEALTH, SPORTS & ENVIRONMENT

Key Events and Initiatives



Oman Water Week

22–24
January
2025

A major regional and international event held at the Oman Convention and Exhibition Centre, attracting over 2,500 participants, 100 speakers, and more than 60 exhibitors from 25 countries. The event focused on partnerships, knowledge exchange, and showcasing advanced water technologies and sustainability projects.



Children's Community Event (Al Taiminah)

28
March
2025

A community engagement initiative attended by over 1,500 children, reinforcing the Company's social outreach.



Al Wusta Projects Launch

7
May
2025

Commissioning of strategic water and wastewater projects, including a hybrid-powered desalination plant and major transmission networks serving thousands of customers.



Employment Initiative Event

14
August
2025

Announcement of over 800 job opportunities for Omani talent through contractors and consultants involved in strategic projects, supporting Omanisation and workforce development.



Urban October Exhibition

7
October
2025

Participation in a key urban development event showcasing smart water and wastewater projects, including agreements for wastewater infrastructure in Sultan Haitham City.



Al Shakhkhit Project Launch

13
November
2025

Launch of a treated water supply project to farms in Barka, aimed at supporting food security and water sustainability. The project includes over 40 km of pipelines serving 40 farms in its first phase. The event also marked the launch of the treated water brand "Manhal Nama."



A Trace that Endures

24
November
2025

Launch of major water security projects across multiple governorates, with a total investment exceeding OMR 408 million. The projects included transmission lines, interconnections, distribution networks, and strategic storage facilities to meet demand up to 2040.

Treated Effluent Initiatives

Market Expansion
Successfully connected and activated more than 36 clients across Muscat and Shakhkakheet, with a strong pipeline of potential customers.

Projects & Sustainability Leadership
Led a flagship sustainability initiative that earned Nama Water Services the Best Water and Waste Management Award at the Gulf Sustainability Awards 2025 for the Treated Sewage Effluent (TSE) for Cooling Project.

Market Intelligence & Future Enablement
Conducted a comprehensive survey of over 450 potential customers across North Al Batinah (agricultural, domestic, and government sectors), establishing a robust master database to support future TSE projects in Saham, Al Khabora, Musana, and Barka-Lagal.

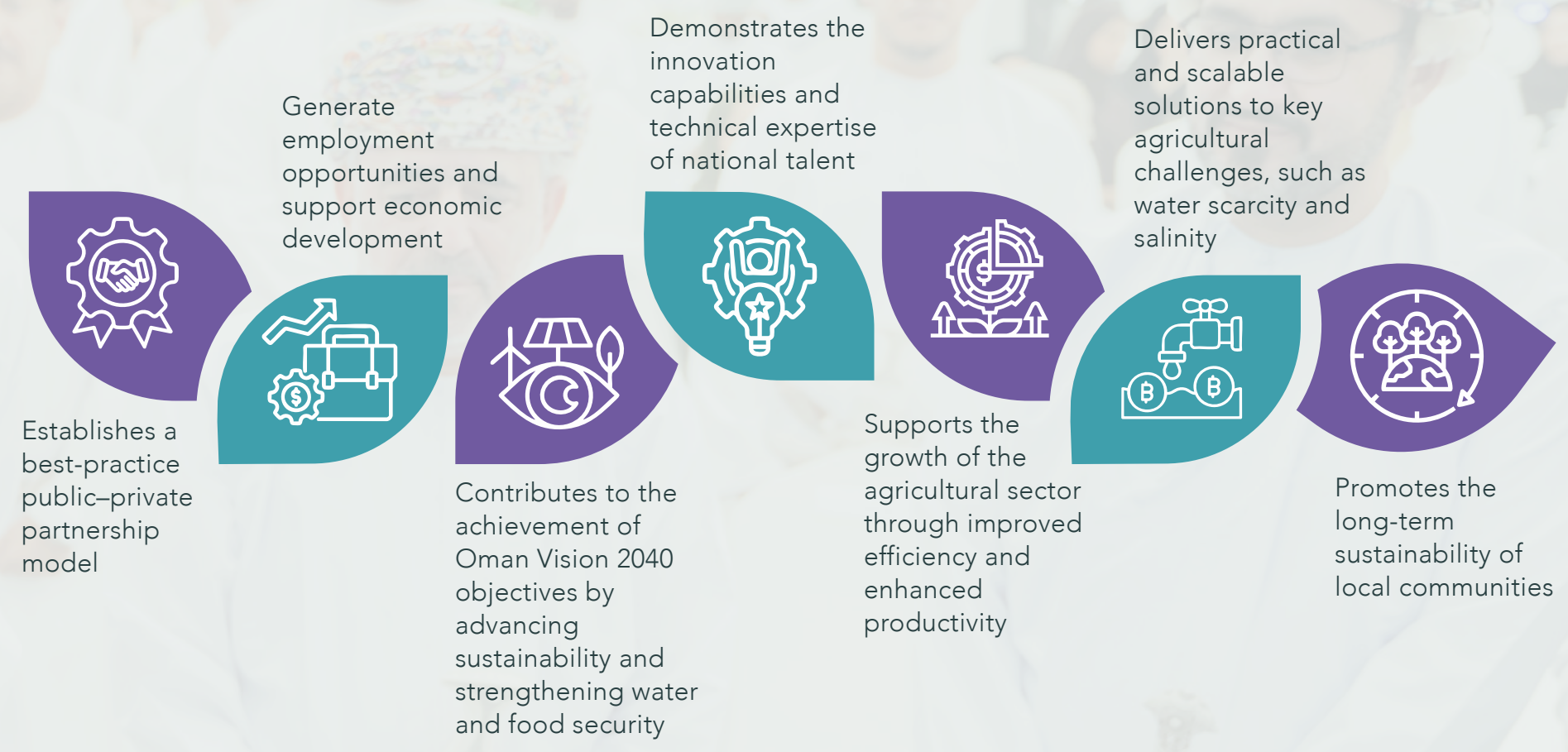


Manhal

is a renewable source of life that reflects the vision of Nama Water Services in revitalizing water resources and transforming them into a sustainable and enduring force for growth and development.

A manhal represents a replenishing water source from which life is sustained. When associated with Nama, it symbolizes the continuous renewal and growth of resources, embodying sustainability and lasting prosperity.

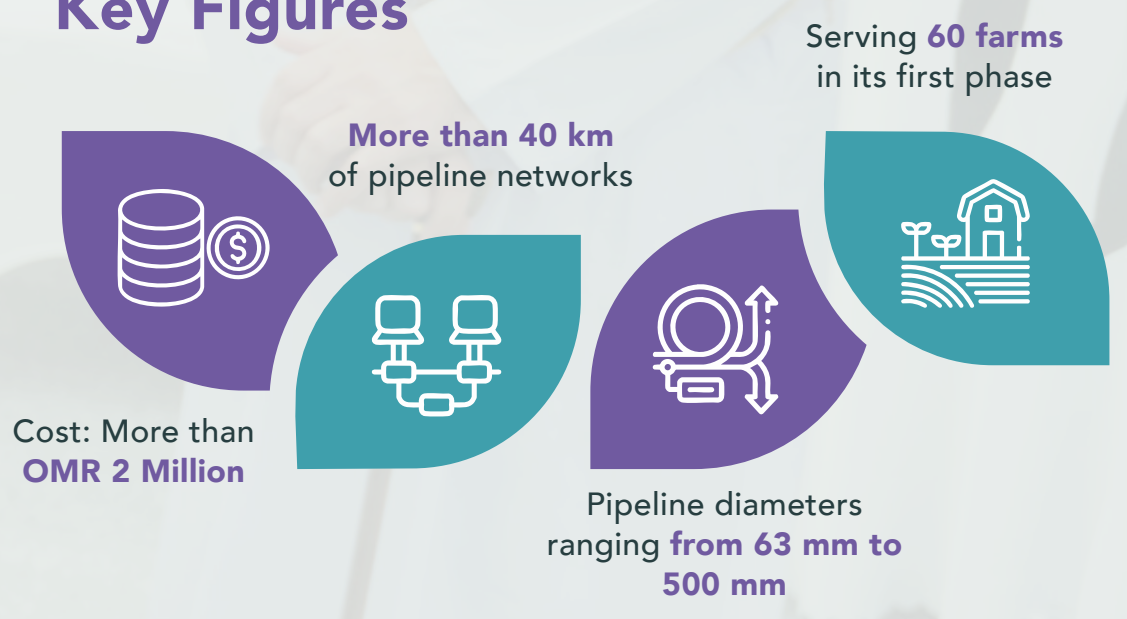
Project Significance



Shakhakheet Project

Successfully planned and implemented a first-of-its-kind project to supply renewed water to Shakhakheet farmers, supporting agricultural sustainability.

Key Figures



ASSET STABILITY & INFRASTRUCTURE

Asset stability and infrastructure development remain the cornerstones of Nama Water Services' strategy to deliver sustainable shareholder value and reliable utility services. Throughout 2025, we achieved significant gains in operational efficiency and service continuity by completing our Integrated Master Plan, optimizing Annual Asset Maintenance, and integrating advanced geographic data. Our commitment to energy efficiency and carbon-reduction initiatives, alongside our contributions to national water research, demonstrates our role as a leader in sustainable infrastructure and a key contributor to the nation's long-term strategic objectives.

Nama Water Services manages one of the Sultanate's most significant capital delivery programs, driving substantial economic value through a project portfolio that exceeded OMR 1 billion in awards this year. With OMR 170 million in successfully completed projects, our sustained investment in infrastructure and network expansion is directly enhancing coverage, capacity, and service quality, delivering long-term asset value for our

shareholders and supporting the infrastructure goals of Oman Vision 2040.

Driven by a culture of operational excellence, we have reached new benchmarks in service reliability. By enhancing asset performance, we achieved an unprecedented 4% reduction in water loss while maintaining 98% availability across our networks. Our wastewater operations mirrored this success, with treatment plants performing at 98% efficiency and maintaining a high compliance rate for treated effluent. These results demonstrate our dedication to technical and environmental standards and our role in securing the Sultanate's future.

These efforts reflect the Company's commitment to environmental stewardship, efficient asset governance, and sustainable service delivery, in alignment with ESG principles, regulatory requirements, and Oman Vision 2040.



KPIs



95.00%

112.00%

A. Value Of Work Done



95.00%

108.00%

B. Execution Of Agreed Milestones



97.75%

98.53%

Water Supply System Reliability



99.60%

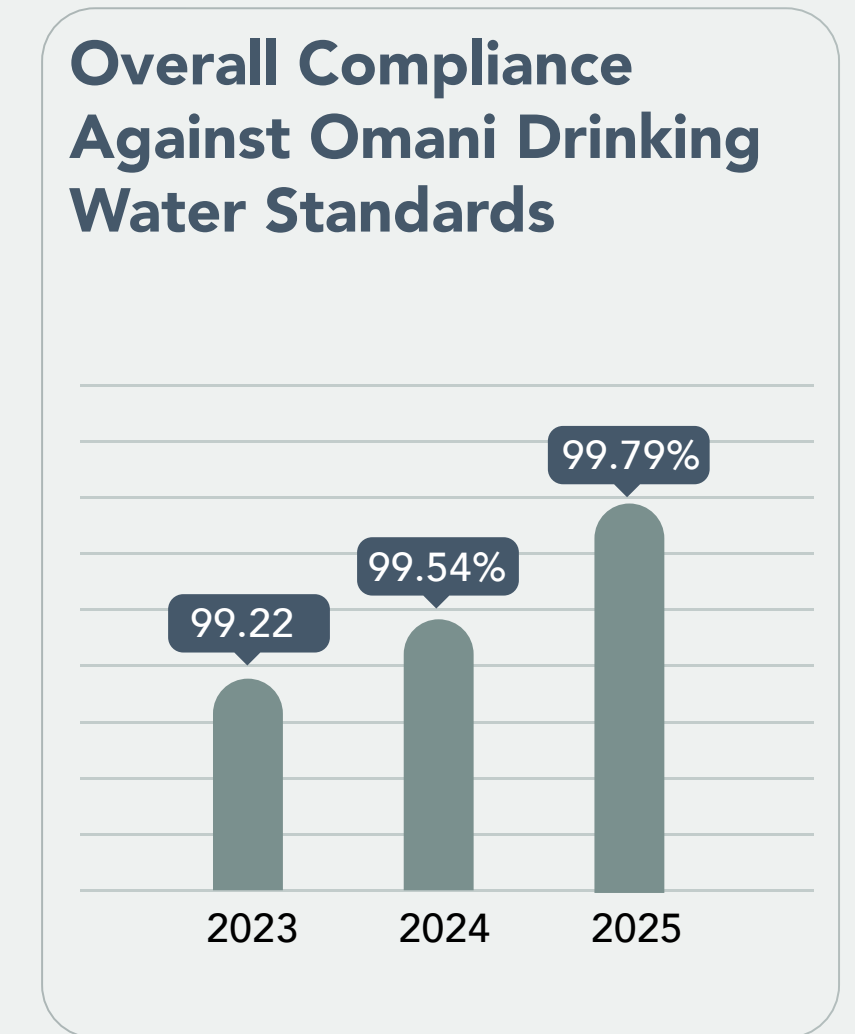
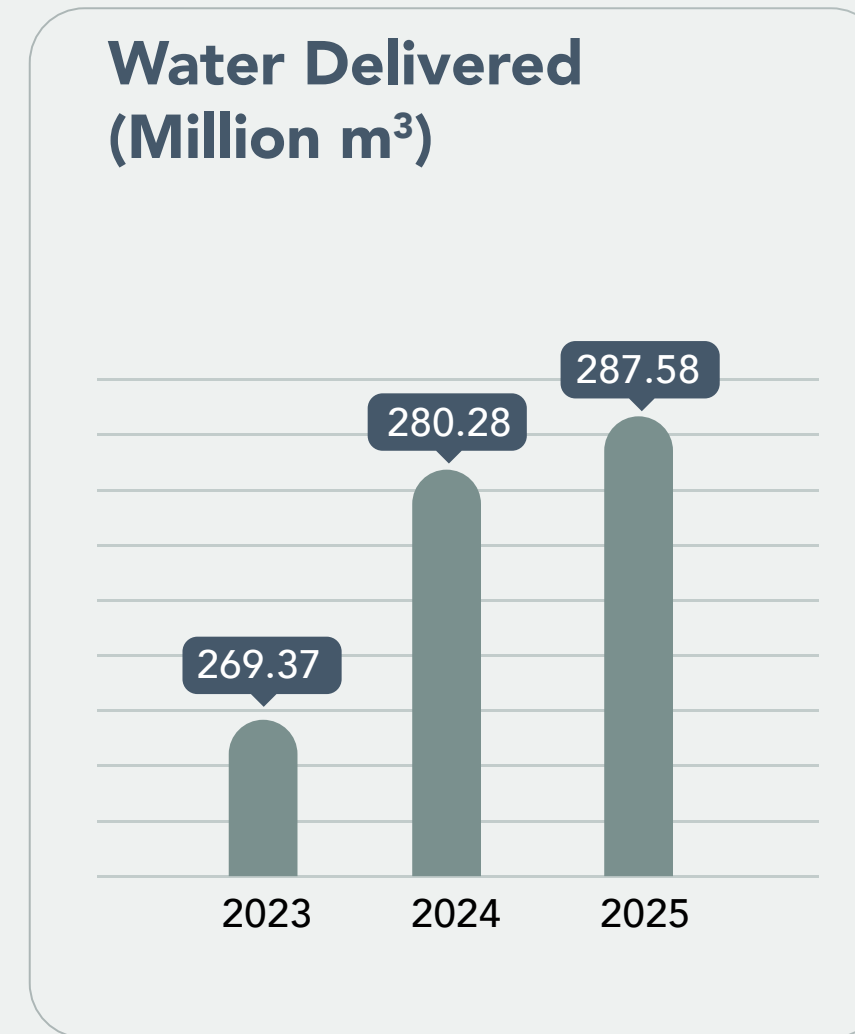
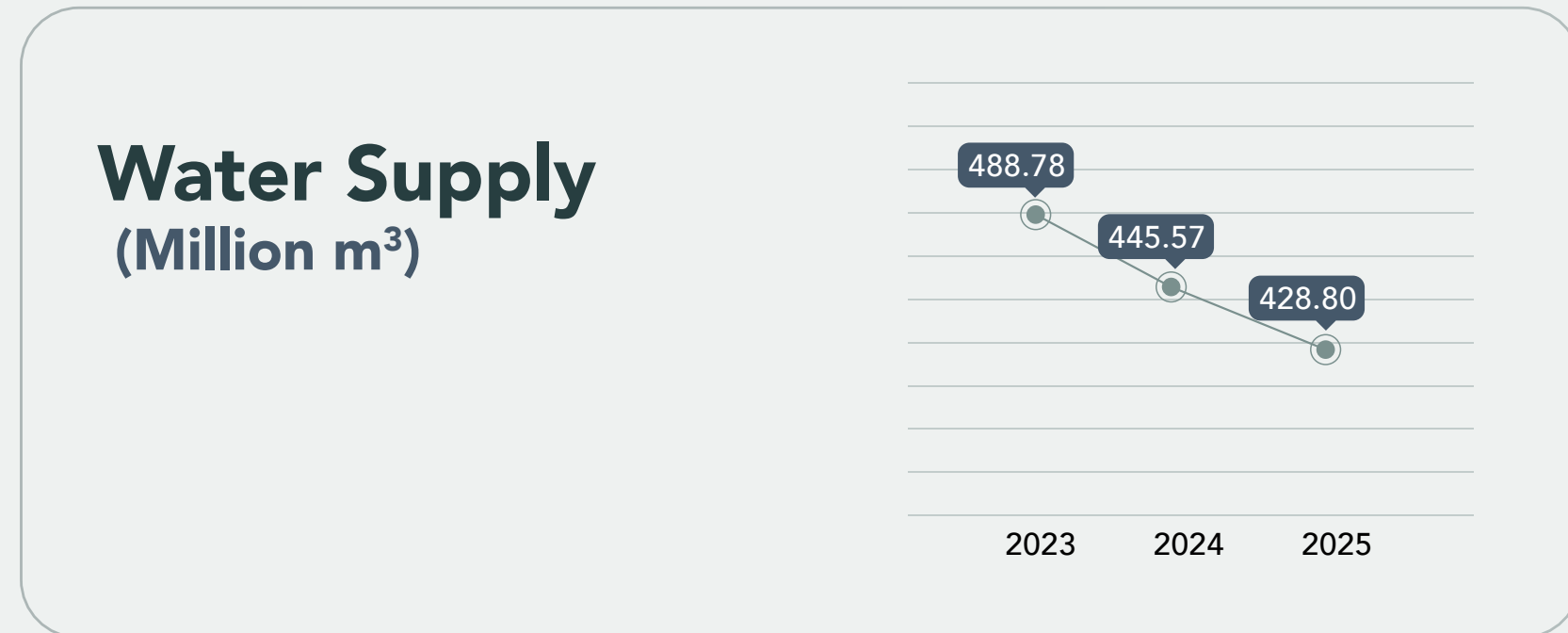
99.79%

Overall Compliance Against Omani Drinking Water Standards

● Target
● Performance



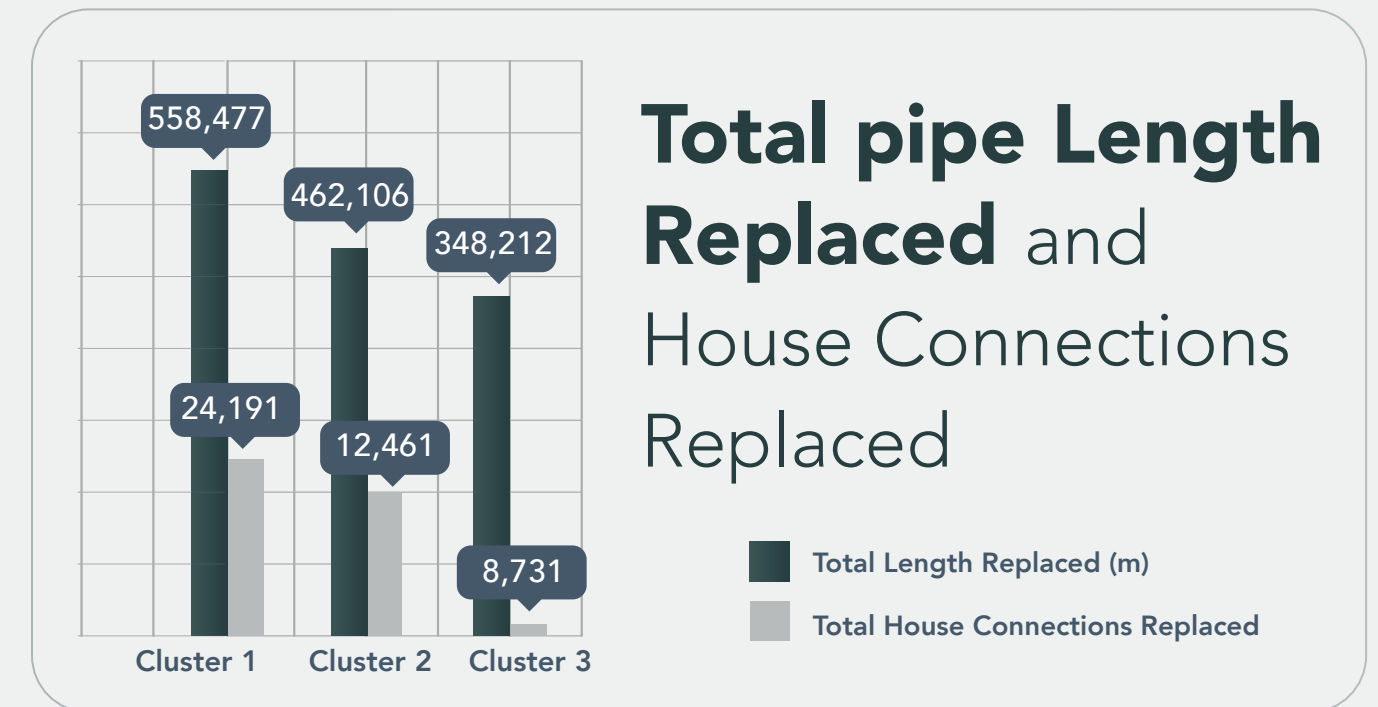
Operational Highlights (Water)



4.16% Reduction in water losses
(From 2024 to 2025)

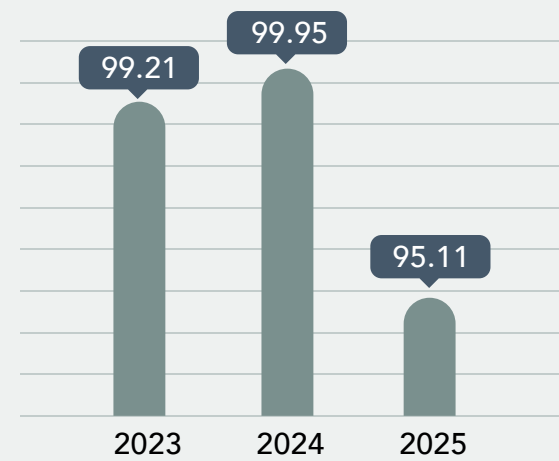
Key initiatives for the reduction of water losses in 2025

- Expansion of smart meter installations, improving the accuracy and quality of customer consumption data.
- Deployment of advanced leak detection technologies, including noise loggers and satellite-based applications, to identify leakage locations and causes.
- Strengthening leak detection and investigation activities across the water network by supporting specialized technical teams.
- Replacement of faulty meters and identification of previously unbilled connections to enhance billing accuracy and reduce commercial losses.
- Implementation of preventive maintenance and rapid response to reported leaks to minimize water loss.
- Rehabilitation of deteriorated network pipelines in areas experiencing recurring leaks and service interruptions.

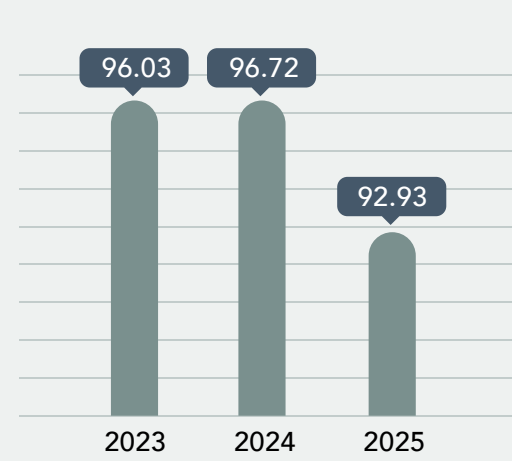


Operational Highlights(Wastewater)

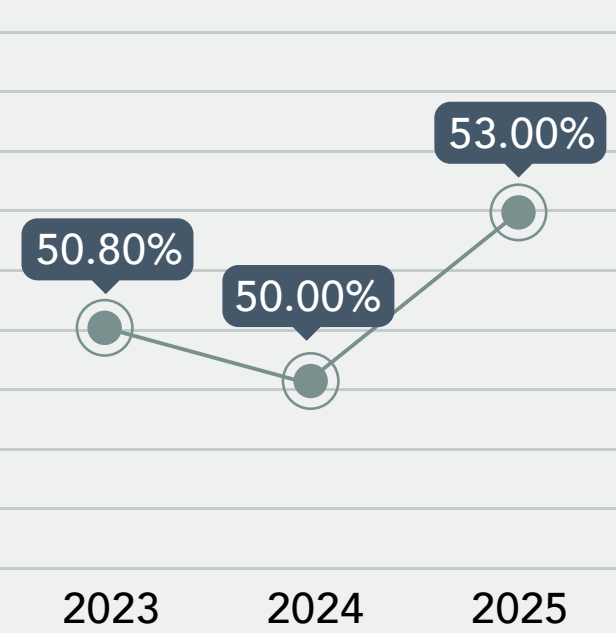
Wastewater Inflow (Million m³)



Treated Wastewater Delivered (Million m³)



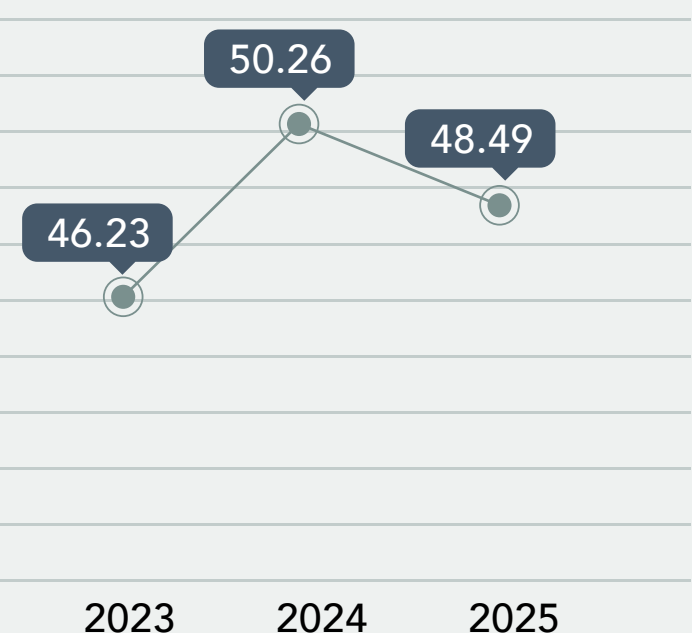
Treated Wastewater Utilization (%)



Treated Wastewater Utilization (Million m³)



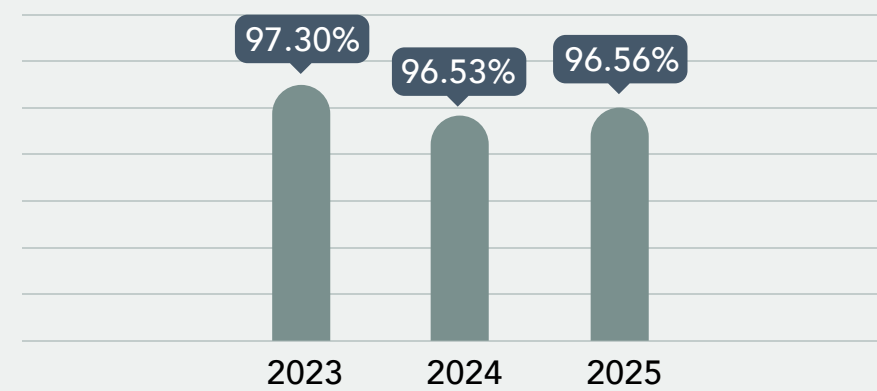
Sludge K/Tons



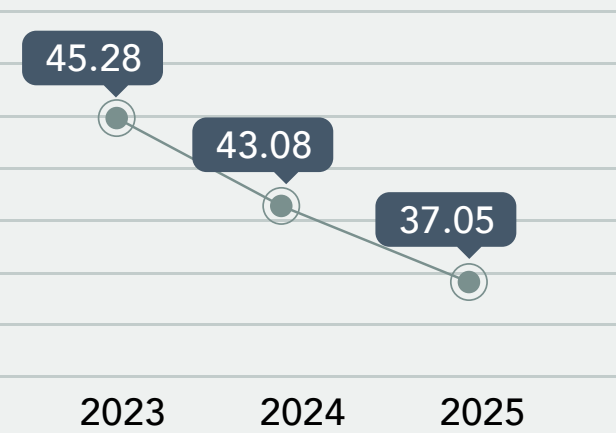
3%
Increase in Treated Wastewater utilization

36.4%
Increase in Renewed water from 228 in 2024 to 311 beneficiaries in 2025.

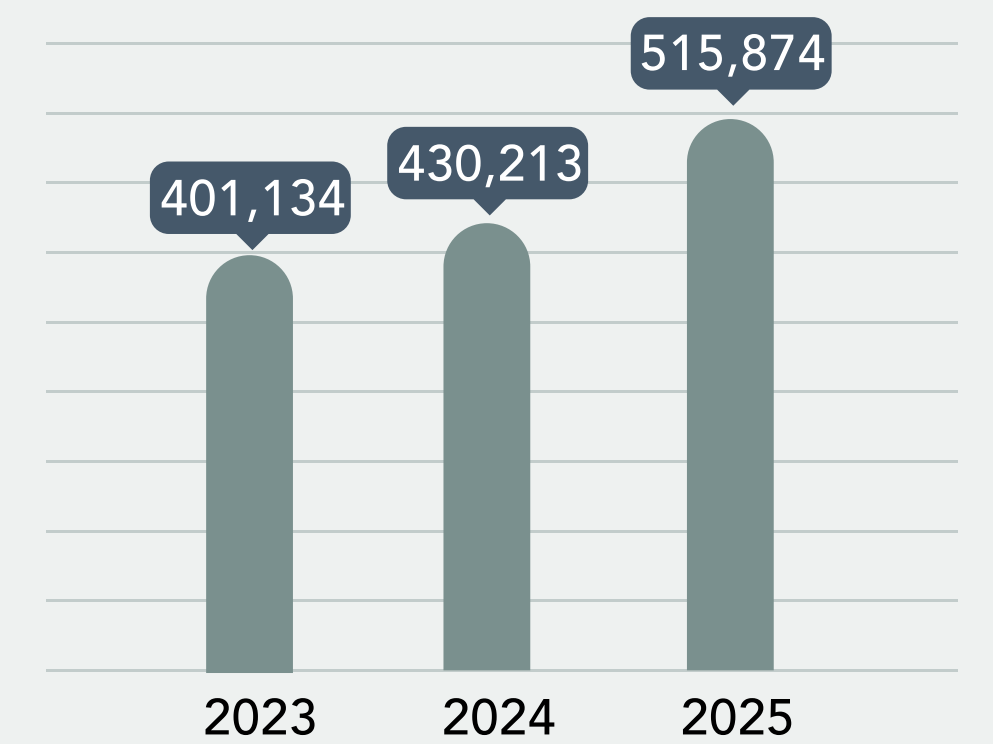
% Of TE Compliance with Respect to Quality Standards For Muscat only



Treated Water Overflow (Million m³)



Total Quantity Of Solid Waste (Kala Bags)





Asset Highlights



49,633
Water Assets

25.9K
Mains Length (km) – Water
Distribution and Transmission



30,822
Meters Testing



1,772
Wastewater
Assets

5.2K
Mains Length (km) – Wastewater
Distribution and Transmission



286,028.35
GHG Emissions (tCO₂e)

Network coverage

Water Coverage (%)
Wastewater Coverage (%)

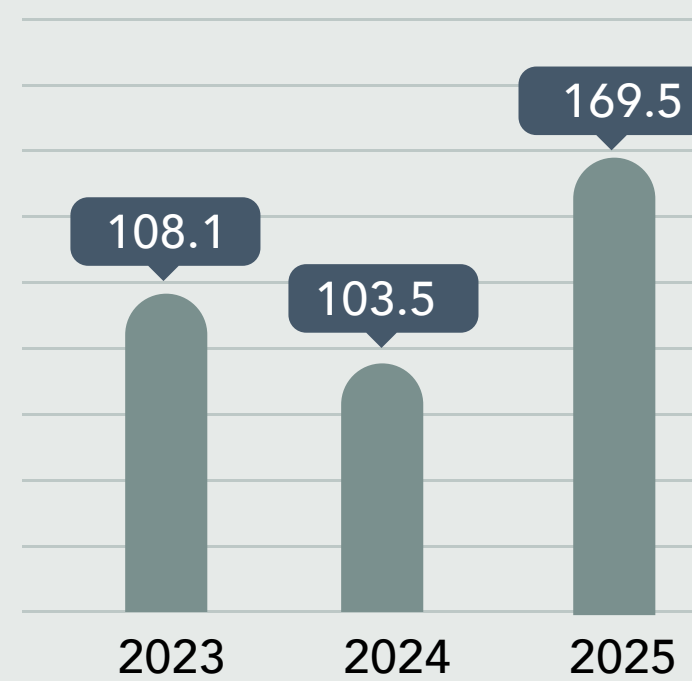


Projects Highlights

544
OMR Million
Contracts Value Floated

850
Omanization in project contracts

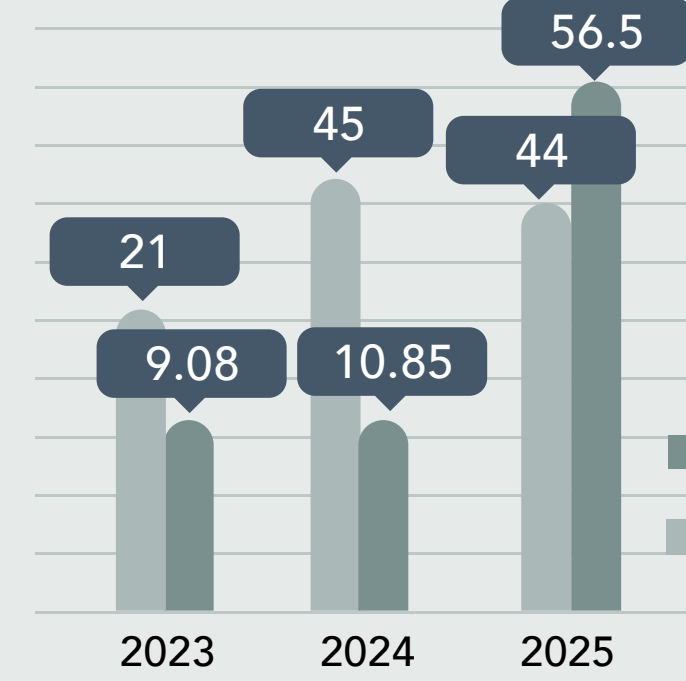
VOWD Anually (OMR million)



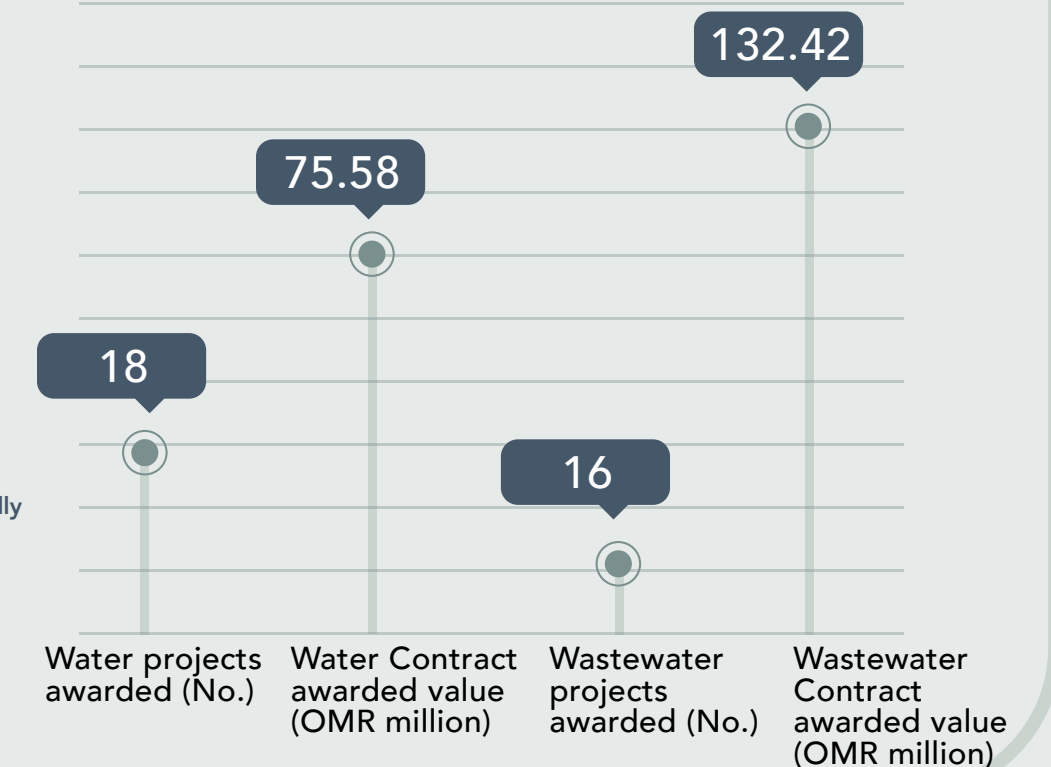
Annual Water Projects VOWD (OMR million)



Annual Wastewater Projects VOWD (OMR million)



Projects Awarded



Energy & Carbon Reduction

- Advanced decarbonization initiatives through a 20 MW Solar PV project, with technical submissions approved and commercial evaluation underway.
- Procured 35,000 I-REC certificates to offset electricity consumption at Muscat STPs.
- Conducted energy audits on assets responsible for 32.50% of Scope 2 energy consumption, identifying savings potential: 80.00% quick wins, 5.00% medium-term, 15.00% long-term.
- Completed feasibility studies for hydropower generation from water networks, with a pilot project under preparation.

Strategic Planning & Investment Discipline

Delivered key master planning and strategic studies aligned with Oman Vision 2040, ensuring informed, value-based investment decisions:

- Nama Integrated Master Plan 2050 (OMR 344,120)
- Cost Database Project underway to standardize CAPEX/OPEX forecasting (OMR 68,000)
- Non-Domestic Wastewater Treatment Strategy in development (OMR 385,000)
- Consultancy Services for Assessment of Safe Yield of Well Fields – Batch 3 (OMR 1,804,190).
- Implemented risk-based asset criticality assessments, with 463 sites assessed , integrating mitigation

Research Collaboration

To maximize the research value of national universities , NWS signed three Memoranda of Understanding (MoUs) with the following institutions:

- University of Technology and Applied Sciences (UTAS)
- Sultan Qaboos University (SQU)
- A’Sharqiyah University

In addition, NWS signed three academic studies and consultancy service agreements with a total value of OMR 190,000, as follows:

- Monitoring and Managing Harmful Algal Blooms Study – Sultan Qaboos University (SQU)
- Consultancy Study on Variables Affecting Urban Water – Sultan Qaboos University (SQU)
- Consultancy Study on Treated Effluent Applications – A’Sharqiyah University



Employee and Leadership Development

Employees are central to Nama Water Services' long-term success. The Company continues to prioritise on workforce development, leadership capability, and a safe and inclusive working environment.

The workforce profile comprises a balanced mix of operational, technical, and corporate roles, supporting the effective delivery of NWS's operational and strategic objectives. Throughout the year, workforce planning activities focused on

aligning workforce requirements with business needs, enhancing organizational readiness, and supporting continuity in critical roles.

Workforce capacity was supported through a combination of targeted recruitment and internal mobility, contributing to capability development while maintaining workforce stability. Employee movements, including new appointments and employee exits, were managed in a structured manner in accordance with approved policies and governance frameworks, ensuring organisational resilience.





1,988
Total Workforces



1,983
Total Omani Employees



5
Total Expatriates

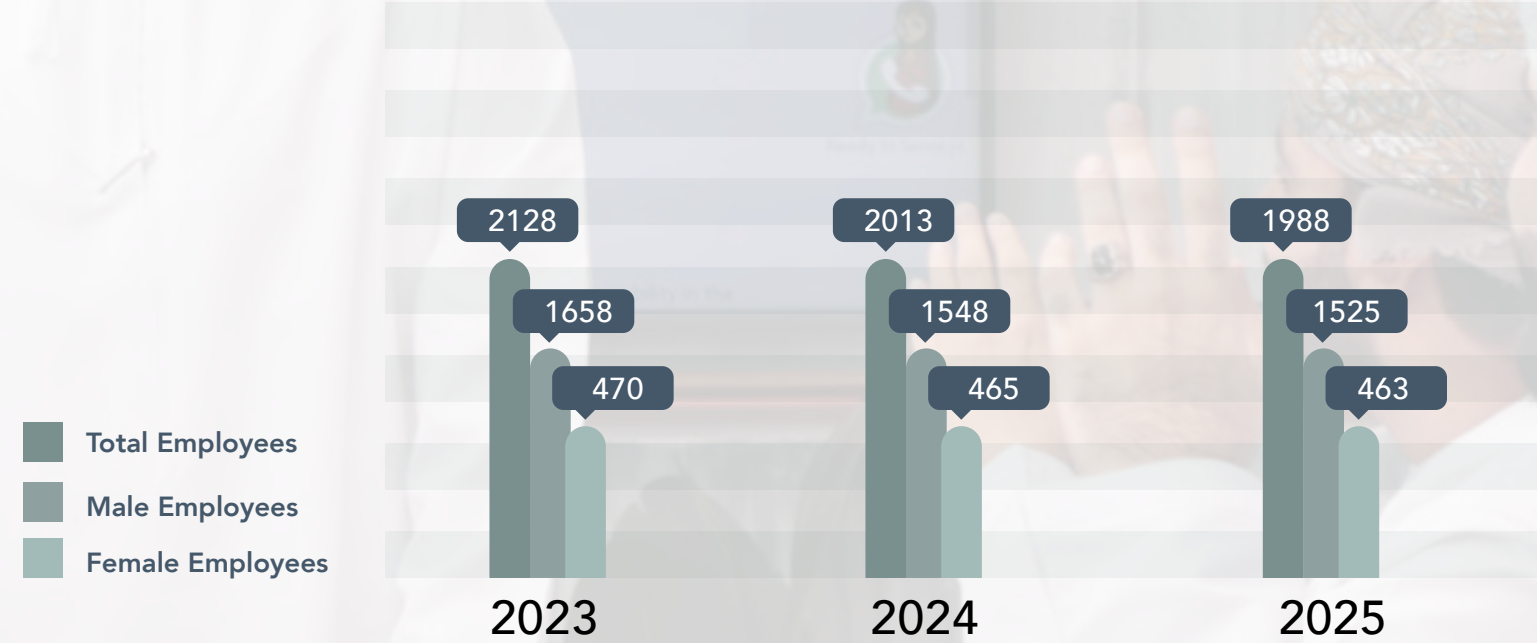


99.9%
Omanization

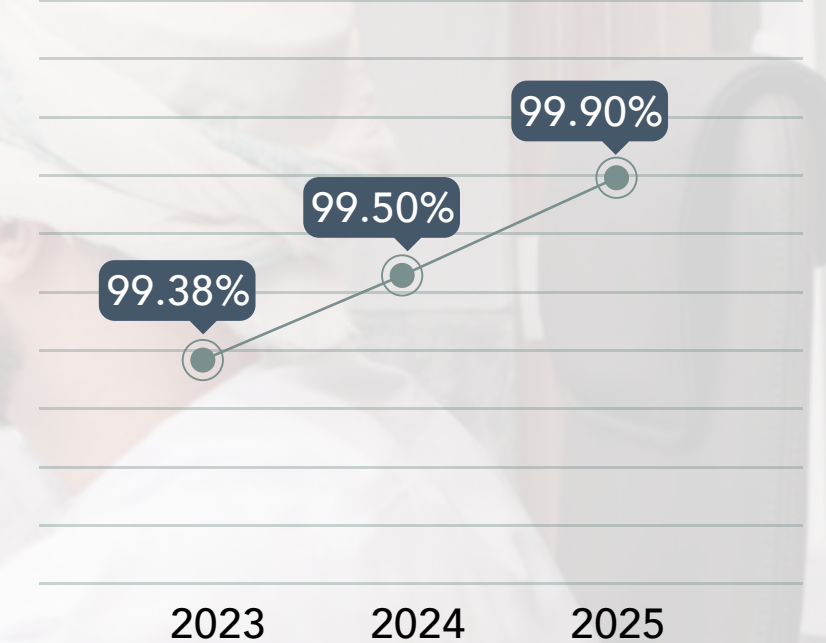


90.00%
Trained Workforce

Workforce Employees



Omanization %



Performance, Culture & Engagement

NWS continued to strengthen its organizational culture and employee engagement through a structured approach supported by leadership involvement and targeted initiatives. The organizational culture survey, with 1,071 participants and a 52.63% response rate, showed notable improvements, with the Employee Engagement Index reaching 67.50% (+19.67%) and eNPS rising to 63.12% (+24.63%). These results reflect enhanced employee sentiment, stronger leadership effectiveness, and improved communication, contributing to better collaboration, accountability, and overall organizational performance, while reinforcing stability and alignment with the Company's strategic objectives.

Employee Well-Being & Employee Relations

NWS continued to promote employee well-being through a structured and holistic approach covering physical, mental, and social aspects, delivering over 40 wellbeing initiatives across the organization. Key programs, including well-being Week and the Testaahel benefits program, enhanced employee awareness and experience, while flexible work arrangements such as the Work-from-Home policy supported work-life balance where applicable. Supported by clear employee relations policies and processes, these efforts contributed to a positive work environment, strengthened employee engagement, and reinforced organizational stability.

People Governance, Systems & Digital Transformation

NWS continued to enhance People & Culture governance and digital capabilities to improve organizational effectiveness and employee experience. Efforts focused on strengthening systems, standardizing processes, and advancing workforce management, supported by enhanced mobile self-service platforms that improved accessibility and efficiency for employees, including field staff. These initiatives, alongside improved workforce visibility and planning, contributed to a more transparent, efficient, and digitally enabled People & Culture function aligned with long-term organizational sustainability.

Learning, Development & Capability Building

NWS continued to strengthen its workforce capabilities through a comprehensive learning and development program, achieving approximately 90% training coverage and investing around OMR 1.29 million. The initiatives focused on enhancing leadership via the Taqadum Program, building technical and functional skills aligned with business needs, and reinforcing health, safety, and environmental awareness, contributing to improved performance, stronger safety culture, and overall organizational readiness.

Internship (Jusoor): 3 months program to support job seekers and university students to gain practical and hands on experience across various disciplines. 364 Interns accommodated by end of 2025 where 252 were placed in Muscat & 112 in various RGs.

Ta'aziz: One-year paid program to provide real work experience for job seekers. 19 candidates across the various disciplines embedded as part of the workforce.

Job Creation

Nama Water Services made a significant contribution to national job creation through its O&M contractor workforce. A total of 895 Omani nationals were hired across two batches, contributing to a 29% headcount growth from 1,712 to 2,607 employees across water and wastewater operations throughout the Sultanate. Omanisation within this workforce increased significantly from 55% to 84%, reflecting the Company's commitment to expanding national employment, strengthening Omanisation across its operational base, and contributing to the broader national employment agenda in alignment with Oman Vision 2040.



Quality, Safety & Environmental

During 2025, the Company continued to demonstrate a strong commitment to occupational health and safety while expanding its operational footprint through major capital projects and extensive network rehabilitation and expansion activities. Despite a significant increase in total working hours, the Company maintained high safety standards and strengthened its risk management and preventive control systems.

Total working hours increased to 52.7 million hours in 2025, compared to more than 32 million hours in 2024, reflecting the scale of project execution. Throughout this growth, the Company achieved zero fatalities and improved safety performance, with the Lost Time Injury Frequency Rate (LTIFR) declining from 0.03 in 2024 to 0.02 in 2025.

institutional approach, including the enhancement of safety culture, leadership engagement, and capacity-building initiatives. A total of 538,516 training hours in occupational health and safety were delivered to employees and contractors, alongside improvements in electronic incident and hazard reporting systems.

The implementation of the electronic Permit to Work (e-PTW) system across operations and projects further strengthened risk control, compliance, and oversight of high-risk activities. In road safety, the Company recorded 68.0 million kilometers driven without any lost time injuries, supported by improved compliance with traffic safety requirements, as evidenced by a 75.7% improvement in vehicle monitoring system performance compared to 2024.

This performance was supported by an integrated



2025 KPI



0.07

Target

0.02

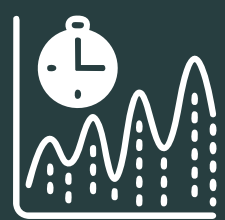
Performance

LTIFR





52.70
Million Working Hours



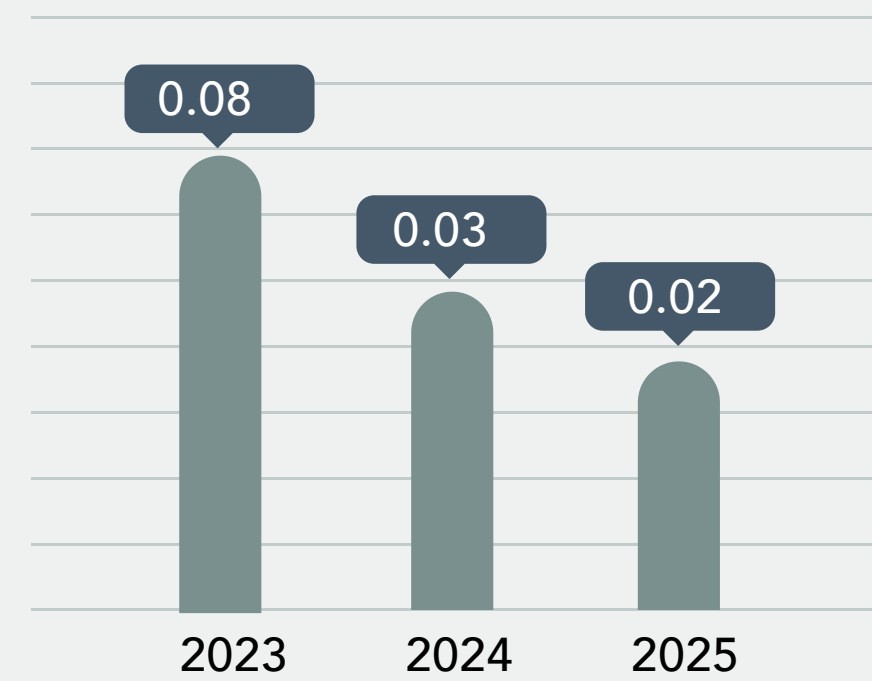
0.02
Lost Time Injury Frequency Rate



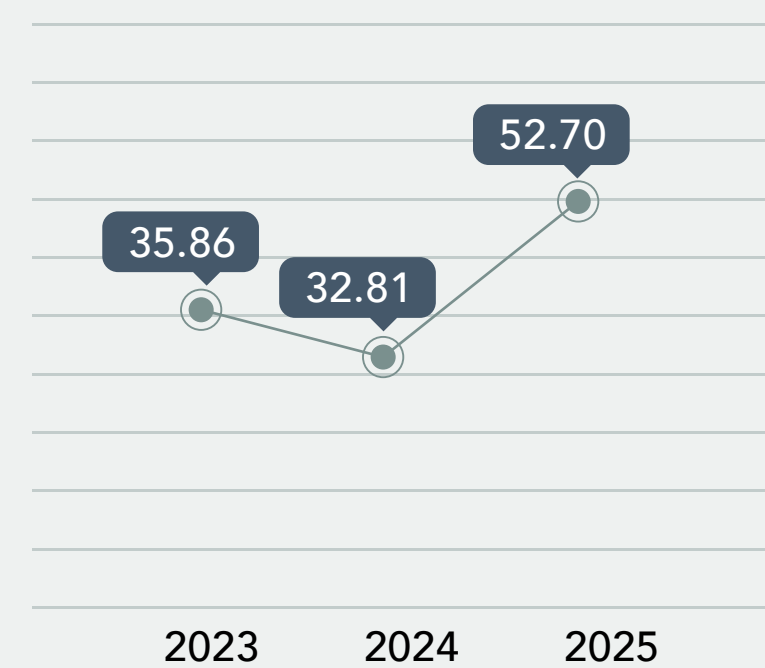
538,516
Total HSE Training Hours



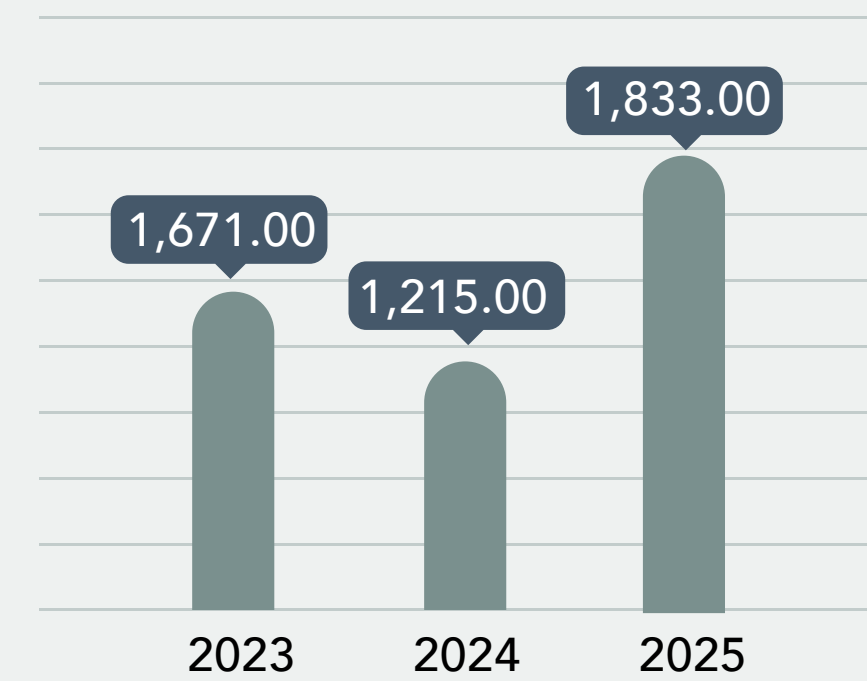
Lost Time Injury Frequency



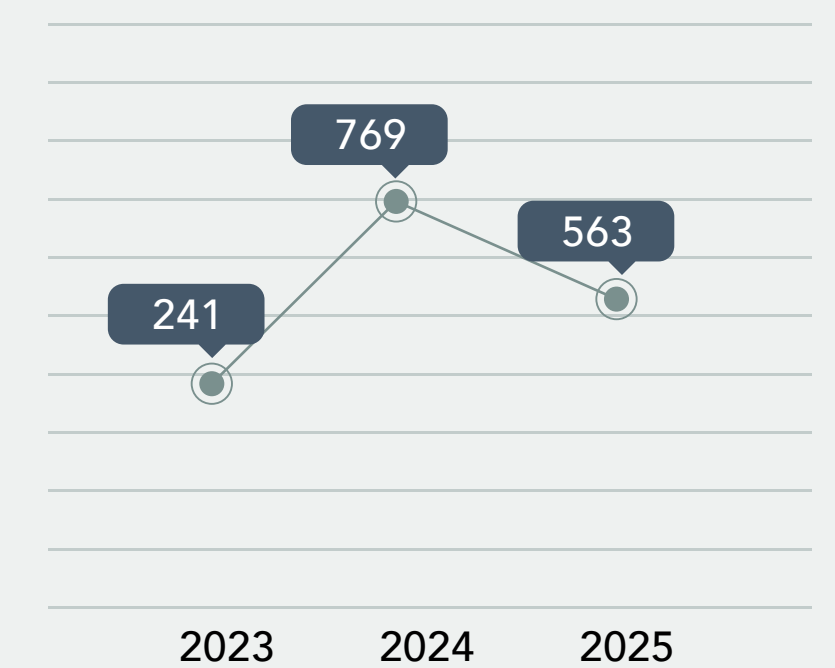
Working Man-Hours (Million Hours)



Near Misses Reported



Incidents and Injury Reports



Sustainability & Environment Affairs

In 2025, Nama Water Services (NWS) strengthened its position as a national leader in environmental sustainability through measurable and reportable achievements that enhanced environmental awareness, operational performance, and corporate reputation.



Environmental, Social, and Governance (ESG)

In 2025, Nama Water Services successfully institutionalized Environmental, Social, and Governance (ESG) as a core pillar of its governance framework and long-term strategic direction. The Company achieved formal approval of its ESG Policy and ESG Strategy, underpinned by a structured ESG Roadmap that integrates sustainability principles into corporate planning, operations, and performance management.

To support effective implementation and financial alignment, NWS also established and adopted a Sustainable Finance Framework aligned with international market standards. This framework enables the integration of ESG considerations into

capital allocation and funding decisions, allowing the Company to finance and refinance eligible projects through green and blue bonds, sukuk, and loans.

Priority areas include sustainable water and wastewater management, pollution prevention, climate adaptation, and biodiversity protection.

Collectively, these milestones strengthened transparency, accountability, and access to sustainable capital, positioning NWS for responsible growth and strong alignment with national development priorities.

THREE-YEAR ESG STRATEGY DEVELOPMENT

Year 1

Foundation and Policy Development
Establish ESG principles and policies



Year 2

Implementation and Optimization
Put strategies into action and refine for effectiveness



Year 3

Scaling and Continuous Improvement
Expand practices and enhance for sustained success



Environmental Initiatives and Projects

Initiative	Description	Impact
Gulf Sustainability Awards Recognition	NWS received two awards at the Gulf Sustainability Awards in Dubai, being the only Omani entity shortlisted among hundreds of participants	Strengthened corporate reputation and external validation of ESG performance
"Kala" Circular Economy Initiative	Conversion of waste into environmentally friendly fertilizer	Promoted circular economy practices and waste reduction
Treated Wastewater Reuse	Utilization of treated wastewater in cooling systems	Improved water efficiency and reduced freshwater consumption
Green Footprint Initiative	Planting of 1,570 trees at Ras Al Shajar Nature Reserve in Qurayyat	Supported climate improvement and biodiversity protection
Air Quality Monitoring Systems (AQMS)	Deployment of 18 monitoring systems across Muscat and key governorates	Enhanced environmental monitoring, compliance, and data-driven decision-making
Odor Emissions Assessment	Technical evaluation of odor emissions at wastewater treatment plants	Improved environmental performance and community impact management
Al Ansab Odor Control Program	Integrated approach including monitoring, corrective actions, and landscaping	Reduced environmental impact and improved surrounding air quality
Environmental Data Integration	Integration of monitoring data into reporting frameworks	Strengthened compliance and supported continuous operational improvement

Future Outlook

In 2026, Nama Water Services will continue to advance its strategic transformation agenda, with a clear focus on financial sustainability, operational excellence, workforce development, and strengthened governance, in alignment with Oman Vision 2040 and national water sector priorities.

From a financial perspective, the Company will prioritize enhancing revenue streams, particularly through the expansion of treated effluent (TE) sales. This will be complemented by strengthened receivables management, improved cash flow efficiency, and disciplined cost optimization to support the achievement of targeted EBITDA performance and long-term financial resilience.

Operationally, Nama Water Services will intensify its efforts in water loss reduction, network optimization, and infrastructure reliability to ensure consistent and high-quality service delivery. Key priorities will include maintaining high water quality compliance rates, enhancing customer satisfaction, and advancing asset performance through structured maintenance programs and the execution of strategic capital projects. In parallel, the Company will continue its transition towards performance-based operations and maintenance contracts, further reinforcing efficiency, accountability, and value delivery.

The Company will also place strong emphasis on human capital development by enhancing workforce

capabilities, deepening leadership capacity, and strengthening workforce planning to meet evolving business requirements. These efforts will be underpinned by a continued commitment to fostering a high-performance and inclusive organizational culture.

In the area of health, safety, and environment, Nama Water Services remains committed to maintaining low Lost Time Injury Frequency Rates (LTIFR) and further embedding a proactive and robust safety culture across all operations.

From a governance and compliance standpoint, the Company will ensure full adherence to regulatory requirements and shareholder expectations, while continuing to enhance internal controls, risk management practices, and transparency. Compliance with sector KPIs and corporate governance frameworks will remain a central focus.

Furthermore, Nama Water Services will continue to advance In-Country Value (ICV) initiatives, contributing to local economic development and maximizing national value creation.

Overall, 2026 will be characterized by disciplined execution, performance optimization, and sustained strategic progress, positioning Nama Water Services to deliver long-term value while supporting Oman's water security and broader economic development objectives.



