



Sustainability Report **2025**

Sustained by
OUR GROWTH





Contents

ABOUT BARKA WATER AND POWER COMPANY	7
Overview, Vision, Mission Plant & Awards and Recognition	8
SUSTAINABILITY AT BARKA WATER AND POWER COMPANY	10
Stakeholder Engagement	11
Materiality Analysis	11
Materiality Matrix	12
Alignment with Oman Vision 2040 and SDGs	12
GOVERNANCE	13
Corporate governance	14
Risk Management	18
SOCIAL	19
Diversity, Equity and Inclusion Occupational Health and Safety Community Engagement	20
ENVIRONMENTAL	27
Environmental Policy Climate change Water Management	28



CEO MESSAGE



At Barka Water and Power Company SAOG, sustainability remains a central pillar of how we operate, make decisions, and deliver value. As we present our Sustainability Report for 2025 - our second prepared in accordance with the Global Reporting Initiative (GRI) Standards and MSX ESG Guidelines - we reaffirm our commitment to transparency, accountability, and continuous improvement in shaping a sustainable future for Oman.

In 2025, we advanced significantly across our Environmental, Social, and Governance (ESG) focus areas. Our long standing commitment to occupational health and safety resulted in a remarkable achievement: 23 years without a Lost Time Accident (LTA) as of May 2, 2025. This milestone reflects an enduring culture of vigilance and responsibility across our workforce, supported by a robust Occupational Health and Safety Management System aligned with ISO 45001 and global best practices.

Environmental stewardship remained a priority throughout 2025. We continued implementing initiatives that reduce our carbon footprint, including the full transition to LED lighting within Barka-1 facilities, the installation of solar powered streetlights, and the adoption of electric vehicles for internal plant operations. These initiatives complement our comprehensive Environmental Management System, which aligns with ISO 14001:2015, ensuring we minimize environmental impact across all our activities. We also maintained strict compliance with water discharge standards, responsibly managing seawater intake and treated discharge while enhancing efficiency in the MSF and RO desalination processes.

Our social responsibility efforts grew further, reflecting our commitment to contributing positively to the communities we serve. Through initiatives such as the EIDAD program for Omani graduates, community support

through the Oman Charitable Organization, and the Back-to-School initiative for orphans and families in South Al Batinah, enhanced contractors' welfare, continued to support national development and strengthen societal well being. We also maintained our focus on employee development, diversity, equity, and inclusion, with transparent reporting on Omanisation, workforce demographics, and gender representation aligned with GRI requirements.

Strong corporate governance continues to underpin our success. Guided by a comprehensive Code of Corporate Governance and Code of Business Conduct, we ensure transparent and ethical leadership across all levels of the company. Our Board of Directors, supported by specialized committees, plays an active role in overseeing risk management, compliance, and strategic direction - essential for maintaining long term resilience. Throughout 2025, no penalties, fines, or sanctions were imposed on the Company, further reflecting our commitment to regulatory compliance and ethical operations.

As we look ahead, Barka Water and Power Company remains steadfast in its mission to deliver reliable and sustainable power and water to the nation. Our ESG priorities will continue to evolve in alignment with Oman Vision 2040 and the United Nations Sustainable Development Goals (SDGs). With the continued dedication of our employees, partners, and stakeholders, we are confident in our ability to create enduring value - economically, environmentally, and socially.

Together, we will continue building a sustainable Oman for generations to come.

Salim Zahir Sibani
Chief Executive Officer
Barka Water and Power Company SAOG.

About This Report

We at Barka Water and Power Company SAOG are proud to present our inaugural Sustainability Report, covering the year 2025. This report highlights our Environmental, Social, and Governance (ESG) activities, focusing exclusively on our operations in Oman. No other entities are included within the scope of this report.

Our Sustainability Report aligns with Oman Vision 2040 and the United Nations

Sustainable Development Goals (SDGs), reflecting our commitment to advancing sustainable development. It has been prepared in accordance with the Global Reporting Initiative (GRI) standards, recognized as the global benchmark for sustainability reporting, and adheres to the MSX ESG Guidelines, ensuring compliance with local reporting standards.

This report underscores our dedication to transparency and accountability as we embark on our sustainability journey to create long-term value for all our stakeholders



Assurance

We have not sought external assurance for this report; however, the financial figures presented have been verified by an independent third party. All other data and information included in the report have been diligently reviewed and ensured for accuracy by our employees



Restatement

As this is our second sustainability report, and there are no restatements in information provided in last year report.



Contact us

For feedback or inquiries about this report or sustainability initiatives at Barka Water and Power Company SAOG, please feel free to reach out to us at ahussain@acwapower.com. We welcome your input and questions.



ABOUT BARKA WATER AND POWER COMPANY

[Overview](#)

[Ownership Structure](#)

[Financial Performance](#)

[Awards and Recognition](#)

Overview

Barka Water and Power Company SAOG, formerly known as ACWA Power Barka SAOG, is an Oman-based company specializing in power generation and water desalination projects within the Sultanate of Oman. The company's core activities include the development, financing, design, construction, operation, maintenance, insurance, and ownership of power generation stations, water desalination plants, associated gas interconnection facilities, and other related infrastructure.

Barka 1 is the first Independent Water and Power Project (IWPP) developed under the Sultanate of Oman's privatization program. It was also the first dual-purpose facility for power generation and water desalination, fully owned by a consortium of international and local investors. The plant began commercial operations in June 2003, and in August 2010, a majority stake was acquired by ACWA Power.

Barka 1 boasts a power generation capacity of 427 MW and a desalinated water production capacity of 91,200 cubic meters per day, underscoring its importance in addressing Oman's energy and water demands.

The company operates through two main segments:

- Base Plant Segment: Comprising power production facilities and multi-stage flash distillation (MSF) technology for water desalination.
- Expansion Plants Segment: Consisting of two reverse osmosis (RO)-based water production facilities.

Barka Water and Power Company continue to play a vital role in meeting Oman's growing energy and water needs, supporting national development and sustainability goals.

Our Vision

Maintain plant overall reliability to maximum, ensuring world class safety and environmental standards. Meet shareholder aspirations by adding maximum value by sustaining project economics.

Our Mission

To meet the commitments with the stakeholders by producing safe, environmentally friendly, reliable and cost-effective electricity and water in a socially responsible manner.

Our Plant

Barka Water and Power Company SAOG ("The Company") is an Omani public joint stock company. It was incorporated as a closely held joint stock company in the Sultanate of Oman. on 19 November 2000 under a trade license issued by the Ministry of Commerce, Industry and Investment Promotion ("MOCIIP"). Subsequently the Company was converted to a public joint stock company and was listed on the Muscat Stock Exchange (MSX) on 12 January 2005. The Company's registered address is at P.O. Box 572, Postal Code 320, Barka, Sultanate of Oman. The parent company is ACWA Power Barka Project LLC and ultimate controlling party is ACWA Power Company ("ACWA Power").

The principal activities of the Company are to develop, design, finance, construct, operate, maintain, insure and own a power generating station and water desalination plants and associated gas inter-connection facilities and other relevant infrastructure under the generation and desalination licence issued by the Authority for Public Services Regulation ("APSR") . The Company commenced its commercial operations from 11 June 2003. Below are the major Plants operated by the Company and their dates of commencement of commercial operation:

- Main Plant which consists of 427MWH gas fired power generation facility and 20 MIGD Multi-Stage Flash Distillation (MSF) water facility commenced its commercial operations on 11 June 2003.
- Sea Water Reverse Osmosis (SWRO) Plant of 10 MIGD (Expansion – Phase I) commenced its commercial operations on 29 May 2014.
- Sea Water Reverse Osmosis (SWRO) Plant of 12.5 MIGD SWRO Plant (Expansion Phase II) commenced commercial operations on 26 February 2016. APSR has confirmed the removal of Phase I and II RO capacities from the Company's generation and desalination

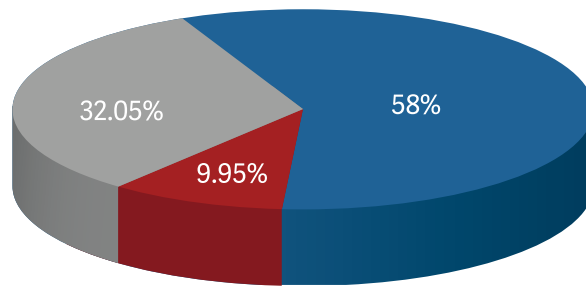
license. The RO plants are currently used for internal consumption and will be disposed of after installing a small, dedicated RO plant and obtaining necessary approvals

Awards and Recognition

Barka Water and Power Company SAOG is proudly listed on the Muscat Stock Exchange, a testament to our commitment to transparency, innovation, and excellence in the utilities sector. In 2024, our ongoing dedication to technological advancement and sustainable

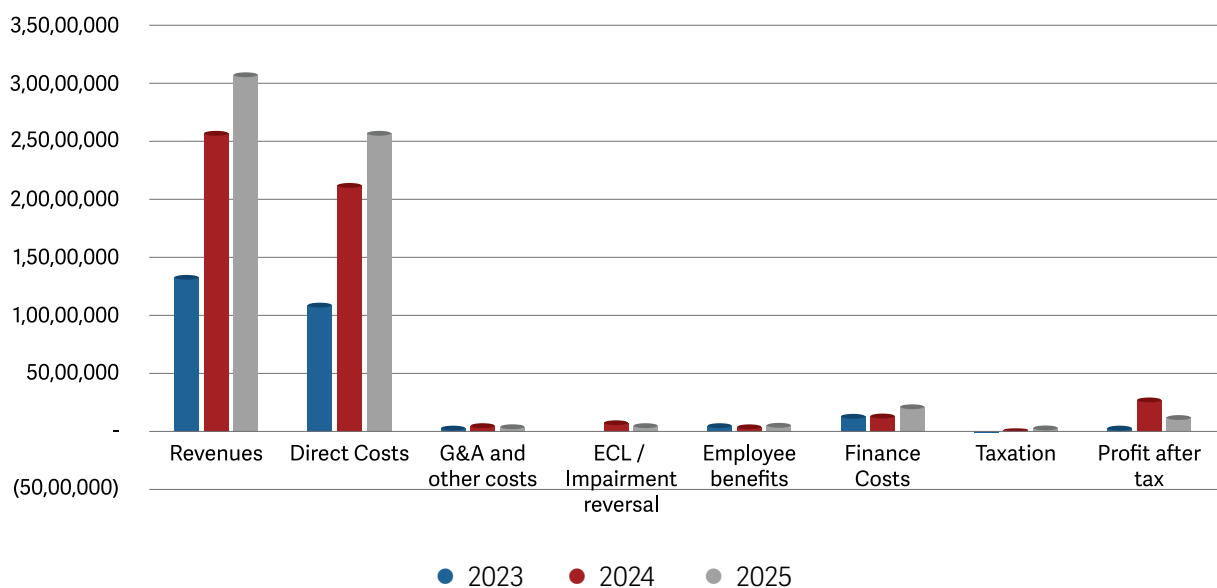
practices was further recognized when International Finance awarded us for having the most innovative Multi-Stage Flash (MSF) desalination plant. This prestigious accolade highlights our leadership in integrating state-of-the-art desalination technology with robust operational performance, reinforcing our role in driving sustainable water and power solutions in Oman. Our achievement reflects not only the hard work of our team but also our continuous commitment to supporting Oman's long-term development and environmental stewardship.

Ownership Structure



● ACWA POWER BARKA PROJECT LLC ● SOCIAL PROTECTION ● FUND OTHERS

Financial performance



For a more detailed understanding of our financial performance, please refer to our Financial Statements.

SUSTAINABILITY AT BARKA WATER AND POWER COMPANY

Stakeholder Engagement

Materiality Analysis

Alignment with Oman
Vision 2040 and SDGs



At Barka Water and Power Company SAOG, sustainability is embedded in our business strategy, ensuring long-term value creation for our stakeholders. Our approach is guided by proactive stakeholder engagement, enabling us to address key environmental, social, and governance (ESG) priorities. Through materiality analysis, we identify the most significant sustainability topics that impact our business and stakeholders. Additionally, we align our initiatives with Oman Vision 2040 and the United Nations Sustainable Development Goals (SDGs), reinforcing our commitment to national and global sustainability objectives.

Stakeholder Engagement

At Barka Water and Power Company, our stakeholders are at the heart of our operations, and we deeply value their input and collaboration. As this is our second sustainability report, we have taken deliberate steps to engage both our internal and external stakeholders through meetings and surveys. This engagement has allowed us to better understand their concerns on Environmental, Social, and Governance (ESG) and sustainability issues, as well as identify key topics that require our focus and commitment.

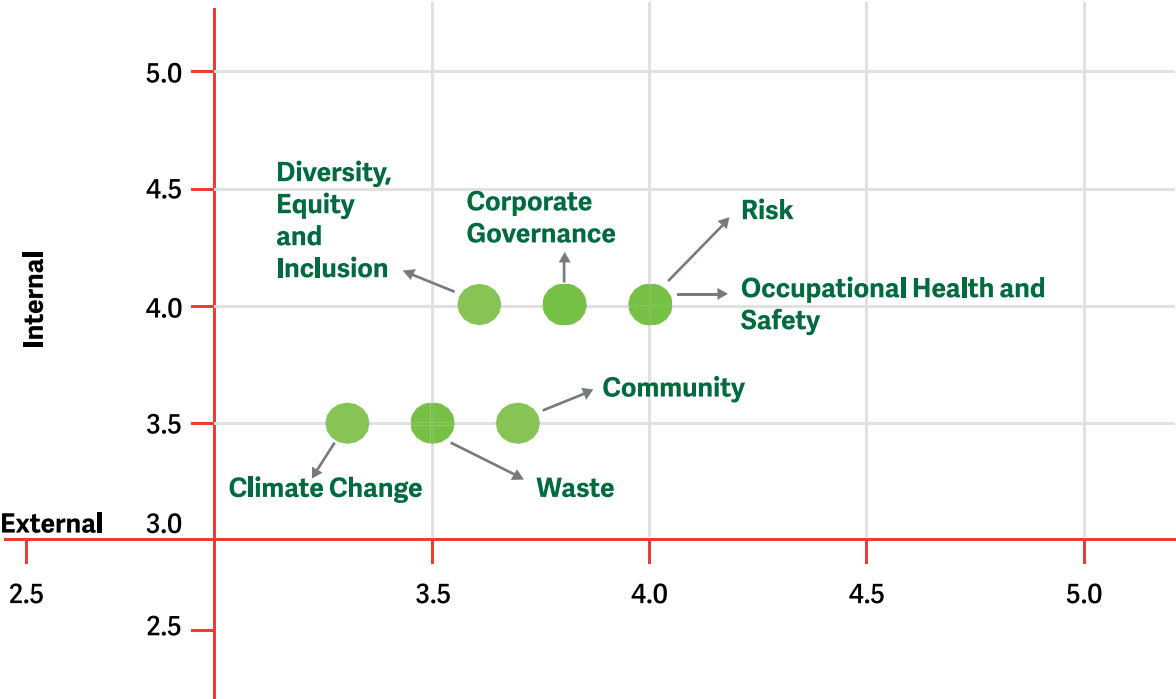
We engaged with the following stakeholder groups:

- Board of Directors
- Employees
- Customer
- Service Providers

By maintaining open communication with our stakeholders, we aim to align our sustainability initiatives with their expectations and priorities, ensuring a collective effort toward achieving our sustainability goals.

Materiality Analysis

In 2025, we carried out our inaugural materiality analysis in accordance with the Global Reporting Initiative (GRI) standards. This thorough process involved benchmarking against industry peers and best practices, alongside proactive engagement with key stakeholders. The valuable insights derived from these interactions were essential in pinpointing the most critical Environmental, Social, and Governance (ESG) topics for our organization. The findings from this analysis are showcased in our materiality matrix, which outlines the priority areas that shape our sustainability approach and reflect stakeholder expectations.






Materiality Matrix

Alignment with Oman Vision 2040 and SDGs

At Barka Water and Power Company, we are committed to aligning our sustainability initiatives with the national priorities outlined in Oman Vision 2040 and the United Nations Sustainable Development Goals (SDGs).

Our efforts are guided by Environmental, Social, and Governance (ESG) pillars, which drive our focus areas and ensure that our actions contribute to sustainable growth and development.

ESG pillars	Topics		Alignments with Sustainable Development Goals
Environmental	Climate change Water Management	Environment and natural resources	  
Social	Diversity, Equity and Inclusion Occupational Health and Safety Community Engagement	Labour market and employment Health	  
Governance	Corporate Governance Risk Management	Legislative, judicial and oversight system	

This alignment ensures that our sustainability strategy contributes not only to addressing global challenges but also to Oman’s long-term vision of a prosperous and sustainable future.

GOVERNANCE

Corporate governance

Risk Management



At Barka Water and Power Company SAOG, strong governance is the foundation of sustainable growth and operational excellence. Our corporate governance framework ensures transparency, accountability, and ethical business practices, aligning with regulatory requirements and industry best practices. Additionally, risk management is a key pillar of our governance approach, enabling us to identify, assess, and mitigate risks effectively. Through robust governance and proactive risk management, we safeguard stakeholder interests and drive long-term business resilience.

Corporate governance

At Barka Water and Power Company, we are deeply committed to upholding the highest standards of corporate governance. Our governance framework is built upon a foundation of business principles and corporate conduct, which serve as a cornerstone for our leadership,

management, and daily operations. These values are embraced and practiced by our Board of Directors, management team, and employees alike, ensuring ethical and transparent decision-making across all levels of the organization.

The Company's philosophy of corporate governance focuses on enabling efficient business conduct while fulfilling obligations to all stakeholders. Guided by this approach, we adhere to a comprehensive Code of Corporate Governance that aligns with our commitment to accountability, integrity, and transparency.

To further strengthen our corporate governance practices, we have implemented a Code of Business Conduct, applicable to all employees. This Code serves as a requirement of employment and provides clear guidance for ethical and responsible behavior in all aspects of the Company's operations. The Code of Business Conduct addresses critical areas, including:

Compliance with Laws and Governance Standards	Ensuring adherence to all applicable laws, regulations, and governance requirements.
Conflicts of Interest and Corporate Opportunities	Maintaining transparency in decision-making and avoiding any conflicts of interest.
Quality of Public Disclosures	Providing accurate and reliable information to stakeholders.
Protection of Company Assets	Safeguarding the Company's resources and using them responsibly.
Confidential Proprietary Information	Ensuring the confidentiality of sensitive information.
Insider Trading	Prohibiting the misuse of non-public information for personal gain.
Fair Dealing	Promoting fairness and integrity in all interactions.
Interacting with Government	Conducting all government-related engagements ethically and lawfully.
Environment, Health, and Safety	Prioritizing sustainability and the well-being of employees and the environment.
Respect for One Another	Fostering a culture of mutual respect and inclusivity.
Record Retention	Ensuring proper management and retention of corporate records.

Through these practices, Barka Water and Power Company demonstrates its unwavering commitment to good governance and its dedication to building trust and value for all stakeholders.

Board of Directors

At Barka Water and Power Company, we prioritize effective corporate governance through a well-structured and experienced Board of Directors. We encourage the inclusion of non-executive and independent directors to ensure balanced decision-making and robust oversight of the Company’s operations.

The current Board consists of seven non-executive directors, of which four are independent directors, reflecting our commitment to impartiality and strong governance. Each board member brings exceptional industry knowledge and corporate governance expertise, complemented by diverse academic backgrounds in administration, management, finance, accounting, and engineering.

The Board of Directors was elected during the Annual General Meeting held on 29 March 2023 and will serve until March 2026, when it will be subject to re-election

Composition of the Board of Directors:



Mr. Stefan Dijkers
Chairman
Non-Independent



Mr. Mohammed Al Aghbari
Deputy Chairman
Independent



Mr. Ibrahim Al Jahwari
Member
Independent



Mr. Hatem Al Sheidi
Member
Independent



Mr. Abdul Aziz Al Failakawi
Chairman
Non-Independent



Mr. Saif Al Ghafri
Deputy Chairman
Independent



Mr. Omar Al Ahmadi
Member
Independent

Board Committees

At Barka Water and Power Company, the Board of Directors has established specialized committees to support governance and decision-making processes. These committees ensure oversight, transparency, and the effective execution of the Company's strategic objectives.

Audit Committee

The Audit Committee, reconstituted by the Board of Directors, is composed of three members, with two being independent directors. The Committee is chaired by an independent director, ensuring impartiality in oversight functions. Members of the Audit Committee bring expertise in accounting, international financial reporting standards (IFRS), and commercial law, enabling them to effectively fulfill their responsibilities.

Audit Committee Members

Name	Category	Position
Mr. Abdul Aziz Al Failakawi	Independent	Chairman
Mr. Omar Al Ahmadi	Non-Independent	Member
Mr. Ibrahim Al Jahwari	Independent	Member

Nomination and Remuneration Committee (NRC)

The Nomination and Remuneration Committee (NRC) consists of three members, including one independent director, ensuring a balanced approach to decisions. The NRC supports the Board in the appointment and evaluation of directors and executive management and meets at least twice annually to fulfill its responsibilities.

NRC Member

Name	Category	Position
Mr. Omar Al Ahmadi	Non-Independent	Chairman
Mr. Saif Al Ghafri	Non-Independent	Member
Mr. Hatem Al Sheidi	Independent	Member

Key Functions and Responsibilities

- Reviewing the Company's adherence to policies, procedures, and compliance with laws and regulations.
- Ensuring the financial statements are prepared in accordance with IFRS and the disclosure rules issued by the FSA.
- Acting as a communication channel between auditors, management, and the Board.
- Overseeing the adequacy of the control environment and the issuance of financial statements to stakeholders.
- Having the authority to request information and/or the presence of any employee for clarification or insight.

Key Functions and Responsibilities:

- Ensuring that nominated directors possess the necessary skills and abilities as defined in the Code of Corporate Governance.
- Assisting the Board in identifying and appointing the most suitable candidates for executive management roles.
- Developing and overseeing a succession strategy for directors and executive management to ensure leadership continuity.

These committees reflect the Company's commitment to upholding the highest standards of corporate governance, ensuring accountability, transparency, and alignment with stakeholder expectations.

For detailed insights regarding the Board of Directors and the Board Committees, please refer to our Corporate Governance Report. The report provides comprehensive information about the roles, responsibilities, and governance practices of the Board and its committees, reinforcing our commitment to transparency and adherence to best practices.

Compliance

Barka Water and Power Company SAOG is committed to upholding the highest standards of ethical conduct, regulatory adherence, and corporate governance. We prioritize compliance with all applicable laws, regulations, and industry standards to ensure responsible and sustainable operations.

In line with this commitment, we are pleased to report that no penalties, fines, or sanctions were imposed on the Company during the last three years. This reflects our diligent approach to risk management, regulatory compliance, and operational excellence.

Our robust compliance framework is designed to proactively address legal and regulatory requirements while fostering transparency and accountability across all levels of the company.

As part of our ongoing commitment to integrity, we regularly review and update our compliance policies to align with evolving regulatory landscapes and best practices.

Whistleblowing

At Barka Water and Power Company SAOG, we uphold a strict policy for reporting concerns related to business misconduct, ensuring that whistleblowers can raise issues securely and confidentially. To facilitate this, we provide various reporting channels. These channels are designed to provide stakeholders with accessible and secure ways to report concerns.

Whistleblowers can report a wide range of concerns, including ethical violations, fraud, corruption, financial irregularities,

environmental or social misconduct, health and safety breaches, or any other actions that violate company policies or legal requirements. We also offer the option for whistleblowers to remain anonymous, ensuring that their identities are kept confidential throughout the process. All reports are handled with the utmost confidentiality to protect whistleblowers from any form of exposure.

Once a concern is reported, a designated team will conduct an initial review to determine the validity and scope of the complaint. If necessary, a thorough investigation is carried out by a dedicated team to ensure the issue is fully understood and addressed.

Barka Water and Power Company SAOG has strong protections in place to prevent retaliation against whistleblowers. Our policy explicitly prohibits any form of retaliation harassment, or discrimination against individuals who report concerns in good faith. Mechanisms are in place to ensure that whistleblowers are protected from any adverse actions as a result of raising their concerns.

The outcome of investigations is communicated to the whistleblower, if their identity is known, and corrective actions are taken where necessary. Significant findings are escalated to senior management or the Board, depending on the nature of the concern.

To promote awareness of our whistleblower policy, we conduct regular communications to ensure employees and stakeholders understand the reporting channels and the importance of maintaining integrity within the organization.

Conflicts of Interest

At Barka Water and Power Company SAOG, we are committed to upholding the highest standards of corporate governance, ensuring impartiality and transparency in all decision-making processes. A key aspect of this commitment is the prevention, disclosure, and effective management of conflicts of interest in alignment with the Code of Corporate Governance issued by Oman's Financial Services Authority (FSA).

Our Board of Directors is steadfast in its adherence to these governance principles, implementing robust mechanisms to identify,

disclose, and mitigate conflicts of interest. This ensures that all decisions are made in the best interest of the company and its stakeholders.

Risk Management

At Barka Water and Power Company SAOG, risk management is a cornerstone of our operations and one of the key pillars that supports our mission and vision. A robust risk management framework ensures that we consistently achieve operational excellence, drive financial growth, and maintain a positive reputation in the market. We view risk management not only as a proactive tool for mitigating threats but also as an opportunity to identify areas for improvement and strengthen our competitive advantage.

Integrated Risk Management Approach

We are committed to a comprehensive approach to risk management, where risk identification is the shared responsibility of all employees, from operational teams to the Board of Directors. Every individual within the organization is encouraged to be vigilant and proactive in recognizing potential risks in their respective areas of work. This collective responsibility ensures that risks are identified early, allowing us to manage them effectively.

Once risks are identified, they are assessed, and appropriate risk owners and champions are assigned. These individuals take responsibility for managing and monitoring the risk, ensuring that any necessary actions are taken to mitigate it. All identified risks are then added to our risk register, which serves as a central record for tracking and managing risks across the company.

Regular Risk Assessments and Reviews

Risk management is an ongoing process, and the management team is committed to reviewing the risk register regularly to ensure that it remains up to date. At a minimum, risk assessments are reviewed quarterly, allowing us to identify any emerging risks, evaluate the effectiveness of mitigation strategies, and take corrective actions as necessary.

The Audit Committee plays a crucial role in our risk management process. During specific

agenda meetings, risk updates are presented to the committee, providing an in-depth review of all risk assessments and related updates. This ensures that the Audit Committee is well-informed about the current risk landscape and can offer valuable insights on how to address any outstanding issues. Following these discussions, any significant risks that require further attention or decision-making are escalated to the Board for further review and action.

Commitment to a Strong Risk Management Culture

At Barka Water and Power Company SAOG, we recognize that effective risk management is vital for maintaining operational excellence, driving financial success, and safeguarding our reputation. By fostering a strong risk management culture across all levels of the organization, we ensure that risks are actively managed, and we continue to operate in a sustainable and responsible manner.

Our ongoing commitment to risk management not only helps us navigate the challenges of the present but also positions us for continued growth and success in the future.

SOCIAL

Diversity, Equity and Inclusion

Occupational Health and Safety

Community Engagement



At Barka Water and Power Company SAOG, we recognize that our success is deeply intertwined with the well-being of our people, the strength of our communities, and the inclusivity of our workplace. Guided by our core values, we remain steadfast in our commitment to fostering a positive social impact through our operations.

We are committed to cultivating an inclusive workplace where every individual feels valued, respected, and empowered to thrive. By embracing diverse perspectives, we foster innovation and create an environment that supports personal and professional growth.

Safety is at the heart of everything we do. We have established a robust safety culture that prioritizes the well-being of our employees and contractors, ensuring that our operations are conducted responsibly and safely.

As responsible corporate citizens, we actively contribute to the socio-economic development of the communities we serve. Our community engagement efforts focus on empowering

individuals, supporting education, and addressing local needs, reflecting our dedication to making a positive difference.

Barka Water and Power Company remains committed to creating long-term value for our employees, stakeholders, and the broader community, aligning our efforts with Oman Vision 2040 and sustainable development goals.

Diversity, Equity and Inclusion

Barka Water and Power Company SAOG is committed to fostering a workplace culture that values diversity, ensures equity, and promotes inclusion. Our workforce comprises talented individuals from various backgrounds, contributing to our collective success and innovation.

Barka Water and Power Company SAOG is committed to fostering a workplace that values diversity and gender balance. Below is a summary of our workforce composition by gender for 2023, 2024 and 2025:



	2023	2024	2025
Full Time Employee	5	6	7
Employee Turnover	1	1	0
New Hires	2	2	1

Barka Water and Power Company SAOG is committed to fostering a workplace that values diversity and gender balance. Below is a summary of our workforce composition by gender for 2023, 2024 and 2025:

Employees by Gender		2023	2024	2025
	Total number of employees	5	6	7
	Total number of Male employees	4	4	4
	Total number of Female employees	1	2	3
	Total number of new Male employee hires	1	1	0
	Total number of new Female employee hires	1	1	1
	Total number of employees in the Executive Management	1	1	1
	Numer of Males in the Executive Management	1	1	1
	Numer of Females in the Executive Management	0	0	0
	Total number of employees in the Middle Management	2	3	3
	Numer of Males in the Middle Management	2	2	2
	Numer of Females in the Middle Management	1	1	1

This data highlights our commitment to creating an inclusive environment that supports opportunities for both men and women, aligned with our broader diversity and inclusion goals.

Barka Water and Power Company SAOG values a multigenerational workforce, recognizing the unique strengths and perspectives that employees of different age groups bring to our organization. The table below provides a breakdown of our employees by age group for 2023, 2024, 2025.












Employees Age Group			
Age	2023	2024	2025
Below 35	1	1	2
35 - 45	3	4	4
Above 45	1	1	1
Total	5	6	7

This diverse age distribution underscores our commitment to maintaining an inclusive workforce that supports both experienced professionals and emerging talent.

Omanisation

As a proud contributor to Oman's Vision 2040, Barka Water and Power Company SAOG is dedicated to supporting national workforce development through its Omanisation strategy. By prioritizing the recruitment, development, and retention of Omani talent, we align with the country's long-term aspirations for a prosperous and sustainable future.

Omanisation	2023	2024	2025
 Total number of employees	5	6	7
 Total number of Omani employees	4	5	6
 Total number of Expatriates	1	1	1
 Total number of new employee	2	2	1
 Total number of new Omani employees	2	2	1
 Total number of Expatriates employee	0	0	0
 Total number of Omani employees in the Executive Management	1	1	1
 Total number of Expatriates employees in the Executive Management	0	0	0
 Total number of Omani employees in the Middle Management	1	2	2
 Total number of Expatriates employees in the Middle Management	1	1	1

Through these efforts, Barka Water and Power Company reaffirms its commitment to Oman's 2040 Vision by fostering a skilled and dynamic local workforce while promoting inclusivity and equity at all organizational levels.

Employee Well-being Initiatives

The health and well-being of our workforce go beyond workplace safety. We provide comprehensive health insurance plans that cover non-occupational medical needs, such as doctor visits, hospital stays, prescriptions, mental health services, and preventive care. We also offer wellness initiatives, such as treadmill machines placed in various areas of the plant, encouraging employees to prioritize exercise and maintain a healthy lifestyle.

Parental leave

Parental leave	2023	2024	2025
Total number of employees that were entitled to parental leave	0	1	4
Total number of male employees that took parental leave	0	0	3
Total number of female employees that took parental leave	0	1	1
Total number of male employees that returned to work in the reporting period after parental leave ended	0	0	3
Total number of female employees that returned to work in the reporting period after parental leave ended	0	0	1

Occupational Health and Safety

At Barka Water and Power Company SAOG, occupational health and safety (OHS) is a core principle that drives every aspect of our operations. We believe that a strong safety culture is fundamental to the well-being of our employees, contractors, and the surrounding community. Our commitment to OHS is demonstrated through our rigorous safety management systems, comprehensive employee well-being programs, and our focus on continuously improving our safety standards.

Health and Safety Management System

The company has implemented a comprehensive Occupational Health and Safety Management System (OHSMS) to safeguard the health and safety of all personnel, contractors, and visitors. This system is designed to minimize risks, prevent workplace accidents, and ensure full compliance with relevant health and safety regulations. We align our practices with leading global and local standards, including:

- MD 286/2008 Oman
- Occupational Safety and Health Administration (OSHA)
- Health and Safety Executive (HSE) Regulations (U.K.)
- ISO 45001 (Occupational Health and Safety Management Systems)
- ISO 14001 (Environmental Management Systems)
- International Labour Organization (ILO) standards

Our OHSMS covers a wide range of activities, workplaces, and workers, including:

- Office and administrative activities, manual handling, ergonomic management
- Maintenance activities, including hot work, confined spaces, and working at height
- Operational activities, such as isolation procedures and chemical handling
- Emergency preparedness and incident reporting

To ensure a proactive approach to safety, we have implemented a comprehensive hazard identification and risk assessment register. Competent candidates from each department are nominated by the Plant General Manager to carry out these activities. By identifying risks associated with each task, we are able to mitigate potential hazards before they arise. We also utilize the Synergi Life portal to report work-related hazards and hazardous situations, ensuring transparency and real-time tracking.

Remarkable Safety Achievements

Our safety milestones reflect the dedication

and efforts of everyone at Barka Water and Power Company. One of our most notable achievements in 2025 was reaching 23 years without a Lost Time Accident (LTA) as of May 2, 2025. This significant accomplishment is not just a number but a testament to our unwavering commitment to a culture of vigilance, discipline, and continuous improvement.

Throughout 2025, safety remained our top priority, particularly during maintenance and repair activities. Despite the risks involved in these activities, we achieved flawless safety performance, with no incidents or accidents during any maintenance operations. This success is a result of careful planning, effective risk mitigation, and the rigorous execution of our safety protocols.

Our commitment to safety is supported by regular internal and external reviews that provide valuable insights into areas for improvement. These evaluations help us maintain and enhance our safety practices and ensure our team is always prepared for potential hazards. Through ongoing training,

employee engagement, and a commitment to safety excellence, we continue to create a work

environment where safety is integral to every aspect of our operations.

Barka Water and Power Company SAOG's occupational health and safety practices reflect our dedication to protecting the well-being of all our stakeholders. We will continue to prioritize safety as a core element of our operations, fostering a secure and healthy environment for all.

Community Engagement

At Barka Water and Power Company SAOG, we are deeply committed to making a positive impact on the communities where we operate. We believe that being a good corporate citizen goes beyond conducting our business activities responsibly, it also means actively fulfilling our corporate social responsibilities (CSR) to contribute to societal well-being.

In line with our commitment to social responsibility, the Company undertook meaningful initiatives to support the community, focusing on areas that align with national priorities and local needs. Our key contributions during 2023 & 2024 & 2025 include:

Year	Beneficiary	Description	Amount (﷮)
2023	Oman Charity Organization	20% of our CSR budget was allocated to the Oman Charitable Organization, as required under Ministerial Decision No: 205/2021	2,000
	Trainees under the Eidad program	Sponsored internships for Omani students through the Eidad program, supporting skill development and enhancing their employability during the year.	8,000
2024	Oman Charity Organization	20% of our CSR budget was allocated to the Oman Charitable Organization, as required under Ministerial Decision No: 205/2021.	5,000
	Trainees fee under EIDAD program	Sponsored for internship for Omani students' trainees under the EIDDAD program during the year.	6,395
	Muscat Energy	Solar street lighting project	6,960

2025	Oman Charity Organization	20% of our CSR budget was allocated to the Oman Charitable Organization, as required under Ministerial Decision No: 205/2021.	5,000
	Trainees fee under EIDAD program	Sponsored for internship for Omani students' trainees under the EIDDAD program during the year.	14,025
	Social Development Authority	Back to School initiative- Support orphans and families in South Al Batinah	3,000
	Porta cabin facility	Port cabin facility for contractors and third-party workers.	3,000

These initiatives reflect our strong focus on fostering social development and creating meaningful opportunities for the local community, particularly Omani youth, in alignment with Oman Vision 2040. Our approach to community engagement is rooted in building strong, sustainable relationships with stakeholders while addressing key societal needs.

As part of our Corporate Social Responsibility (CSR) efforts, we contributed to the launch of the "Back to School" initiative, through which financial support was dedicated to assisting school students in purchasing essential educational supplies. This initiative was designed to ease the financial burden on families and help students start the academic year well-prepared, supporting their educational journey and overall well-being.

In addition, the Company supported the provision of porta cabin facilities for contractors and third-party workers, ensuring access to safe, functional, and suitable on-site accommodation. This initiative reflects our commitment to promoting worker welfare, health, and dignity across all operations.

By investing in education, skills development, charitable initiatives, and workforce welfare, we aim to drive positive change and contribute meaningfully to the socio-economic development of the Sultanate of Oman. As we continue our journey, Barka Water and Power Company remains committed to expanding its community engagement efforts and creating long-term, sustainable value for the communities we serve.

Community Engagement



Saif Al Rawali

Training Experience

My experience at Barka Water & Power Company S.A.O.G (ACWA Power Barka) was both unique and welcoming. Everyone provided support whenever it was needed, creating a comfortable and encouraging training environment. Throughout my time there, I gained a wide range of valuable knowledge that will undoubtedly benefit the future of my career.

Students Training Programme



By investing in education, skills development, charitable initiatives and workforce welfare, we aim to drive positive change and contribute meaningfully to the socio-economic development of the Sultanate of Oman

As we continue our journey, Barka Water and Power Company remains committed to expanding its community engagement efforts and creating long term, sustainable value for the communities we serve.



ENVIRONMENTAL

Environmental Policy

Climate change Water

Management

Environmental Stewardship

At Barka Water and Power Company SAOG, we embrace our responsibility to address environmental challenges and contribute to a sustainable future through a comprehensive environmental policy. Our commitment extends beyond targeted initiatives in climate action, energy efficiency, greenhouse gas (GHG) emissions reduction, and water management to include a robust Environmental Management System (EMS) that meets the ISO 14001:2015 standard.

Our policy ensures that all operations are conducted in a manner that prevents pollution and protects the environment in every area we operate. All personnel and contractors are required to comply with applicable legal, environmental, and lenders' requirements and are held accountable for upholding our commitment to environmental stewardship. We integrate environmental risk considerations into every planning and operational decision, systematically identifying and mitigating potential impacts through continuous improvement initiatives and regular monitoring.

By implementing practical measures—such as preventing unauthorized pollutant releases, reducing natural resource consumption, and ensuring the safe handling of fuels, chemicals, and other hazardous materials—we minimize our environmental footprint while supporting Oman's sustainability goals. This comprehensive approach, reinforced by our EMS performance objectives and periodic reviews, balances operational excellence with environmental responsibility, ensuring that our business growth contributes positively to both our community and the natural world.

Environmental Policy

At Barka Water and Power Company SAOG, we are firmly committed to operating and maintaining our desalination and power plants in a manner that prevents pollution and protects the environment in all the areas where we operate. To achieve this, our management has implemented an Environmental Management System (EMS) that conforms to the ISO 14001:2015 standard, ensuring that our operations not only meet but exceed applicable legal, environmental, and lenders' requirements. Our policy is built on several key elements. First,

every member of our team is expected to comply with all relevant laws and internal standards, and each individual is held accountable for upholding our commitment to environmental stewardship. We integrate environmental risk considerations into every planning and operational decision, managing risks associated with our operation and maintenance activities across all company sites. This proactive approach enables us to take reasonable and practical measures to avoid the unauthorized release of pollutants.

Contractors and their employees are also required to adhere to the same high environmental performance standards as our personnel, reinforcing our unified approach to sustainability. We continuously identify the environmental impacts of our business activities and implement measures to mitigate these impacts, such as reducing natural resource consumption, minimizing emissions, and managing waste effectively.

Our EMS is further strengthened by setting clear performance objectives and targets, monitoring our progress rigorously, and taking appropriate actions to ensure that these targets are met. In handling fuels, chemicals, and other hazardous materials, we adhere strictly to applicable standards to minimize any potential environmental impact. Furthermore, we ensure that our employees possess the necessary knowledge and skills to comply with EMS requirements, thereby fostering a culture of competence and environmental responsibility.

All environmental incidents are reported in accordance with applicable regulations, thoroughly investigated, and followed by corrective actions to preclude any recurrence. To maintain the highest standards, management conducts periodic reviews of this EMS policy and commits to continuous system upgrades and improvements. This policy is communicated to all interested parties, reaffirming our pledge to transparency, accountability, and environmental excellence.

Through these comprehensive measures, Barka Water and Power Company SAOG demonstrates its unwavering dedication to environmental protection and sustainable operations, ensuring that our activities contribute positively to both our immediate surroundings and the broader community.

Climate change

Barka Water and Power Company SAOG is committed to addressing climate change by monitoring and managing our energy usage and greenhouse gas (GHG) emissions. We recognize our responsibility to reduce our environmental footprint while continuing to meet Oman’s energy and water needs.

Energy usage

Efficient energy usage is a cornerstone of our operational strategy and a vital part of our commitment to sustainability. We strive to reduce our energy consumption and minimize our environmental impact through innovative practices and the active involvement of our workforce. Our approach includes implementing energy-saving measures, adopting advanced technologies, and fostering a culture of awareness among employees.

Key Initiatives for Energy Efficiency	
Energy-Efficient Lighting	Employee Engagement
<p>Fluorescent lights were replaced with LED lights. This change has significant impact on:</p> <ul style="list-style-type: none"> ● Elimination of Mercury and Hazardous Materials. ● Reduction in Environmental Waste ● Reduced Heat Emission ● Improved Lighting Quality and Reduced Light Pollution ● Improved Recyclability 	<p>We encourage employees to adopt energy-saving practices, such as turning off equipment when not in use and minimizing energy consumption during peak hours. Regular awareness sessions educate staff on the importance of energy conservation.</p>

The table below highlights our energy consumption metrics for 2023 and 2024, reflecting our ongoing efforts to optimize energy usage and minimize our carbon footprint:

Energy usage	Unit	2023	*2024	2025
Petrol consumption	Liters	24,000	24,000	2,500
Diesel consumption	Liters	0	152,844.16	235,063.9
GAS consumption for power generation purposes	(SM3)	0	191,595,906	262,113,125
Electricity consumption (plant)	KwH	0	132,000	38,278.46
Electricity consumption (import)	KwH	111,532,966	59,602,175	26,273.08

* In 2024, Barka Water and Power Company SAOG began producing energy, leading to an increase in energy consumption as part of our operational expansion.

These figures highlight our ongoing efforts to optimize energy use while maintaining the reliability and efficiency of our operations. Through continuous monitoring, innovation, and employee engagement, we remain committed to reducing our environmental impact and contributing to a sustainable future.

Greenhouse Gas (GHG) Emissions

Reducing greenhouse gas (GHG) emissions is a critical component of our climate action approach at Barka Water and Power Company SAOG. We are committed to minimizing our environmental impact by implementing sustainable practices and innovative solutions across our operations.

We have implemented several key initiatives to reduce greenhouse gas (GHG) emissions and enhance our environmental sustainability. Transitioning to energy-efficient LED lighting in offices and operational facilities has significantly lowered energy consumption and associated emissions. Additionally, the installation of solar-powered streetlights along a 3-kilometer stretch has leveraged renewable energy to minimize our carbon footprint. Furthermore, by switching to electric-powered vehicles for internal plant operations, we have reduced our reliance on fossil fuels and further curtailed emissions. These measures reflect our commitment to adopting sustainable practices and advancing our climate action goals.

These initiatives demonstrate our proactive approach to sustainability and our commitment to supporting Oman's transition to a low-carbon future. By integrating clean energy solutions and enhancing operational efficiency, we aim to play a pivotal role in mitigating climate change and fostering long-term environmental stewardship.

To ensure accountability and identify opportunities for improvement, we measure and report our emissions across Scopes 1 and 2, aligning with international best practices and environmental standards.

GHG emissions	Unit	2024	2025
Total scope 1 GHG emissions	Tons of CO2	368,349	629,595
Total scope 2 GHG emissions	Tons of CO2	31	68,000
Total scope GHG emissions	Tons of CO2	368,380	697,600
**GHG intensity	per energy delivered	500	590

* In 2024, Barka Water and Power Company SAOG began producing energy, leading to an increase in GHG emissions as part of our operational expansion.

** Emissions intensity: total of Tn CO2 emission / MWh of delivered Energy.

Our GHG emissions data provides a comprehensive view of our impact, allowing us to implement effective strategies to mitigate emissions while supporting Oman's sustainability goals.

Barka Water and Power Company SAOG is dedicated to adopting sustainable practices that align with Oman Vision 2040 and international environmental standards. Through energy efficiency measures, operational optimizations, and investment in cleaner technologies, we strive to minimize our carbon footprint and contribute to a resilient and sustainable future.

Water Management

Water is a vital resource, and at Barka Water and Power Company SAOG, we are committed to its responsible use and management. Our water management practices are designed to optimize consumption, reduce waste, and minimize environmental impact, supporting sustainable operations and safeguarding this essential resource.

As a desalination company, we rely on seawater as our primary water source, drawn through a seawater intake system. This seawater is processed to produce potable water, while the remaining water is directed to the outfall area. Before being discharged back into the sea, this water is carefully managed to comply with Oman's water discharge standards and permit requirements, ensuring environmental protection.

Our operations include the use of multiple desalination technologies, which yield different recovery ratios. For instance, Multi Stage Flash (MSF) technology typically achieves a 30% recovery rate, with the remaining 70% recirculated. Additionally, we regularly evaluate water consumption and wastewater discharge across all operations to identify opportunities and improve efficiency.

Our Approach to Water Management

At Barka Water and Power Company SAOG, our approach to water management is centered on efficiency, sustainability, and continuous improvement:

Efficient Usage	Sustainable Discharge	Continuous Improvement
We implement measures to optimize water consumption across all operational areas, ensuring minimal waste and maximum resource utilization.	Treated water discharge is carefully managed to comply with environmental regulations and align with industry best practices, safeguarding marine ecosystems.	Our water management practices are regularly reviewed to identify opportunities for further conservation and enhance overall efficiency.

The table below outlines our water usage and discharge metrics for 2023, 2024, and 2025 highlighting our efforts to monitor and improve water resource management:

Water Management	Unit	2023	2024*	2025
Water Consumption	Liters	36,058,425.426	52,066,280.734	48,007,000
Total water discharge (Sea)	(M3)	38,840,641	18,542,375	70633000
Total water discharge (Plant)	(M3)	8,296.614	16,638.689	3270

*In 2024, Barka Water and Power Company SAOG began producing energy.

These figures reflect our dedication to monitoring and optimizing water usage across our facilities, ensuring efficiency and sustainability.

Environmental Stewardship

At Barka Water and Power Company SAOG, preserving the environment is a fundamental aspect of our operations. We believe that protecting our natural surroundings is essential not only for the communities we serve but also for the sustainable future of our business. Alongside our commitment to safeguarding the health and safety of our workforce, we remain steadfast in our pursuit of sustainability and responsible environmental practices.

Our proactive approach includes rigorous monitoring and strict adherence to all environmental regulations, ensuring that

our operations consistently meet high compliance standards. We are proud to report that there were no environmental exceedances during the year—a clear reflection of our ongoing commitment to minimizing our ecological footprint and upholding the principles of environmental stewardship.

By integrating sustainable practices into every facet of our operations, we demonstrate our dedication to preserving the environment, ensuring that our activities contribute positively to both local ecosystems and the broader global community.

Appendix

GRI & MSX index

Statement of use	Barka Water and Power Company SAOG has reported in accordance with the GRI Standards for the period of January, 1 2024 - December, 31 2024
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	No GRI Sector Standards apply to Barka Water and Power Company SAOG

GRI Standard	Disclosure	Location	Omission			MSX ESG Disclosure Metric
			Requirement(s) Omitted	Reason	Explanation	
General Disclosures						
GRI 2: General Disclosures 2021	2-1 Organizational details	7-9				
	2-2 Entities included in the organization's sustainability reporting	6				
	2-3 Reporting period, frequency and contact point	6				G7 & G8
	2-4 Restatements of information	6				
	2-5 External assurance	6				G9
	2-6 Activities, value chain and other business relationships	7-9				
	2-7 Employees	20-23				S5
	2-8 Workers who are not employees	20-23				
	2-9 Governance structure and composition	15				G1 & G2

GRI Standard	Disclosure	Location	Omission			MSX ESG Disclosure Metric
			Requirement(s) Omitted	Reason	Explanation	
GRI 2: General Disclosures 2021 (continued)	2-10 Nomination and selection of the highest governance body	15-17				
	2-11 Chair of the highest governance body	15				
	2-12 Role of the highest governance body in overseeing the management of impacts	14-17				E8 & E9
	2-13 Delegation of responsibility for managing impacts	14-17				
	2-14 Role of the highest governance body in sustainability reporting	14-17				
	2-15 Conflicts of interest	18				
	2-16 Communication of critical concerns	17				
	2-17 Collective knowledge of the highest governance body	14-17				
	2-18 Evaluation of the performance of the highest governance body	14-17				
	2-19 Remuneration policies	14-17				S2
	2-20 Process to determine remuneration	14-17				
	2-21 Annual total compensation ratio	15 - 16				S1
	2-22 Statement on sustainable development strategy	5				
	2-23 Policy commitments	17-18				

GRI Standard	Disclosure	Location	Omission			MSX ESG Disclosure Metric
			Requirement(s) Omitted	Reason	Explanation	
GRI 2: General Disclosures 2021 (continued)	2-24 Embedding policy commitments	17-18				
	2-25 Processes to remediate negative impacts	17-18				
	2-26 Mechanisms for seeking advice and raising concerns	17-18				
	2-27 Compliance with laws and regulations	17				
	2-28 Membership associations	9				
	2-29 Approach to stakeholder engagement	11				
	2-30 Collective bargaining agreements	NA				
Material Topics						
GRI 3: Material Topics 2021	3-1 Process to determine material topics	11				G8
	3-2 List of material topics	11				
Climate change						
GRI 3: Material Topics 2021	3-3 Management of material topics	28-29				E1,E2, E3, E4, E5 & E7
GRI 302: Energy 2016	Disclosure 302-1 Energy consumption within the organization	28-29				
	Disclosure 302-2 Energy consumption outside the organization	28-29				
	Disclosure 302-3 Energy intensity	28-29				
GRI 305: Emissions 2016	Disclosure 305-1 Direct (Scope 1) GHG Emissions	28-29				

GRI Standard	Disclosure	Location	Omission			MSX ESG Disclosure Metric
			Requirement(s) Omitted	Reason	Explanation	
GRI 305: Emissions 2016 (continued)	Disclosure 305-2 Energy indirect (Scope 2) GHG emissions	28-29				
Water Management						
GRI 3: Material Topics 2021	3-3 Management of material topics	29-30				E6
GRI 303: Water and Effluents 2018	Disclosure 303-1 Interactions with water as a shared resource	29-30				
	Disclosure 303-2 Management of water discharge-related impacts	29-30				
	Disclosure 303-3 Water withdrawal	29-30				
	Disclosure 303-4 Water discharge	29-30				
	Disclosure 303-5 Water consumption	29-30				
Occupational Health and Safety						
GRI 3: Material Topics 2021	3-3 Management of material topics	23-24				
GRI 403: Occupational Health and Safety 2018	Disclosure 403-1 Occupational health and safety management system	23-24				
	Disclosure 403-2 Hazard identification, risk assessment, and incident investigation	23-24				
	Disclosure 403-3 Occupational health services	23-24				
	Disclosure 403-4 Worker participation, consultation, and communication on occupational health and safety	23-24				

GRI Standard	Disclosure	Location	Omission			MSX ESG Disclosure Metric
			Requirement(s) Omitted	Reason	Explanation	
GRI 413: Local Communities 2016 (continued)	Disclosure 403-5 Worker training on occupational health and safety	23-24				S11 (continued)
	Disclosure 403-6 Promotion of worker health	23-24				
	Disclosure 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	23-24				
	Disclosure 413-2 Operations with significant actual and potential negative impacts on local communities	24-25				
Corporate Governance						
GRI 3: Material Topics 2021	3-3 Management of material topics	14-18				
Corporate Governance						
GRI 3: Material Topics 2021	3-3 Management of material topics	18				