

ANNUAL REPORT



2025



His Majesty
Sultan Haitham bin Tarik
-May Allah protect Him-

GLOSSARY

ABBREVIATION	FULL TERM
NEGC	Nama Electricity Generation Company
RAECO	Rural Areas Electricity Company
MIS	Main Interconnected System
APSR	Authority for Public Services Regulation
NPWP	Nama Power and Water Procurement
OETC	Oman Electricity Transmission Company
NEDC	Nama Electricity Distribution Company
NESC	Nama Electricity Supply Company
MEDC	Muscat Electricity Distribution Company
MJEC	Majan Electricity Company
MZEC	Mazoon Electricity Company
LTI	Lost Time Injury
GWh	Gigawatt hours
MWh	Megawatt hours
CO ₂	Carbon Dioxide
PV	Photovoltaic
MW	Megawatt
PPA	Power Purchase Agreement
SOP	Standard Operating Procedure
EIA	Environmental Impact Assessment
O&M	Operations & Maintenance
LOTO	Lockout / Tagout
PPE	Personal Protective Equipment
CPR	Cardiopulmonary Resuscitation
RCA	Root Cause Analysis
ESR	Electrical Safety Rule
kW / KWH	Kilowatt / Kilowatt Hour
DG	Diesel Generator
PS	Power Station
PLC	Programmable Logic Controller
EPC	Engineering, Procurement, and Construction
RMU	Ring Main Unit
NER	Neutral Earthing Resistor
kWp	Kilowatt peak
DWF	Dhofar Wind Farm
LDC	Load Dispatch Center
PDO	Petroleum Development Oman

TABLE OF CONTENTS

About the Company	7
Vision, Mission, and Value.	7
Board Members	8
Executive Management Team	9
NEGC Regulation and Licenses	10
Licensed Activities	11
Coverage Area	11
Group Sector Merge	12
Interlinking Plan	13
Chairperson Report	14
CEO Message	16
Governance Report	18
NEGC's Strategy	24
QHSE Achievements	24
Human Resources	26
Workforce Composition and Omanisation	26
Operational Performance	28
Asset, Planning & Project Delivery	31
Renewable Energy	34
Al Mazyunah Solar Plant	34
Dhofar Wind Farm	35

LIST OF TABLES

Table 01: 2025 Board of Director’s and Committee Meetings	21
Table 02: QHSE Performance 2025	24
Table 03: Training Distribution by Category	26
Table 04: Operation Data For Power Plants - Dhofar 2025	29
Table 05: Operation Data for Power Plants - Al Wusta 2025	30
Table 06: Operation Data for Power Plants - Musandam 2025	30

LIST OF FIGURES

Figure 01: NEGC Strategy	24
Figure 02: Actual Generated Power per Region (in MWh)	28
Figure 03: Percentage Power Purchased (in MWh)	28
Figure 04: Total Electricity Generation by Quarter	29
Figure 05: Power Stations Decommissioned or Taken Out of Service	31
Figure 06: Total Produced Energy – Al Mazyunah Power Station (in MWh)	34
Figure 07: Total Produced Energy – Dhofar Wind Farm (in GWh)	35

ABOUT THE COMPANY

Nama Electricity Generation Company (NEGC) or the Rural Areas Electricity Company SAOC (RAECO) was established in accordance with the Law for the Regulation and Privatization of the Electricity and Related Water Sector, promulgated by Royal Decree No. 78/2004, to provide electricity services in rural areas. It is a wholly-owned subsidiary of Nama Holding Company SAOC (NHC), which is fully owned by the Oman Investment Authority. Nama Electricity Generation Company holds an electricity generation license from the Authority for Public Services Regulation, enabling it to operate in the Governorates of Musandam, Al Wusta, Al Dhahirah, and Dhofar.

In June 2023, and in accordance with Article (89) of the Law for the Regulation and Privatization of the Electricity and Related Water Sector, promulgated by Royal Decree No. 78/2004, the company was restructured and split into three specialized companies: Supply, Distribution, and Generation. Despite the restructuring, Nama Electricity Generation Company continues to provide essential electricity generation services across all its designated areas.



VISION

To be one of Oman’s reliable energy suppliers by optimizing power production in alignment with Oman’s 2040 vision.



MISSION

Enabling development of the service areas by generating sustainable electricity in a safe, reliable and efficient manner.



VALUES

Respect, Integrity & Professionalism.

BOARD MEMBERS

NEGC’S BOARD MEMBERS



Said Al Maktumi
Chairman



Hassan Al Ajmi
Deputy Chairman



Ali Al Raiisi
Board Member



Salama Al Hajri
Board Member



Musallam Al Maashani
Board Member

EXECUTIVE MANAGEMENT TEAM

NEGC’S EXECUTIVE MANAGEMENT TEAM



Ahmed Al Harthi
Chief Executive Officer



Suhaila Al Farsi
Chief Corporate Affairs



Ghudayyer Al Waheibi
Chief Operations Officer



Ibrahim Al Habsi
Assets Planning & Project Delivery Manager



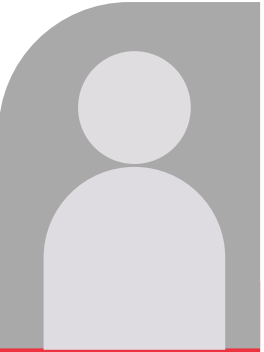
Abdul Rahim Al Zadjali
Procurement & Contracts Manager



Hamid Al Habashi
Dhofar Area Manager



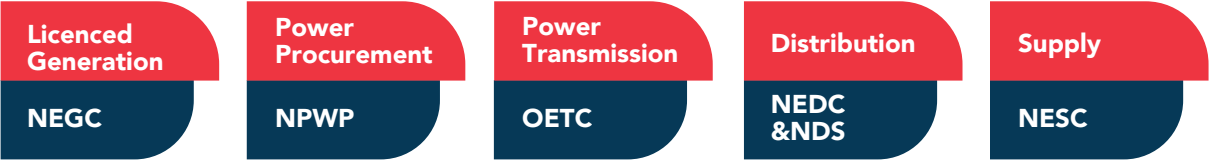
Mohammed Al Yamani
Al Wusta Area Manager



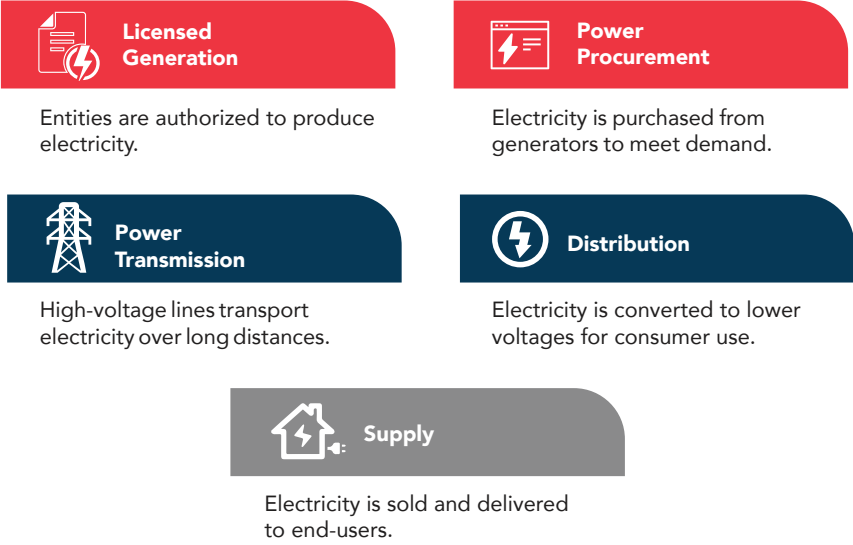
Khalid Ali Al Shahi
Musandam Area Manager

NEGC REGULATION & LICENSES

SECTOR LAW & APSR REGULATION



The graph represents a structure within the electricity sector, showing how it is organized under the law and regulation sector. The structure is broken down into five distinct stages:

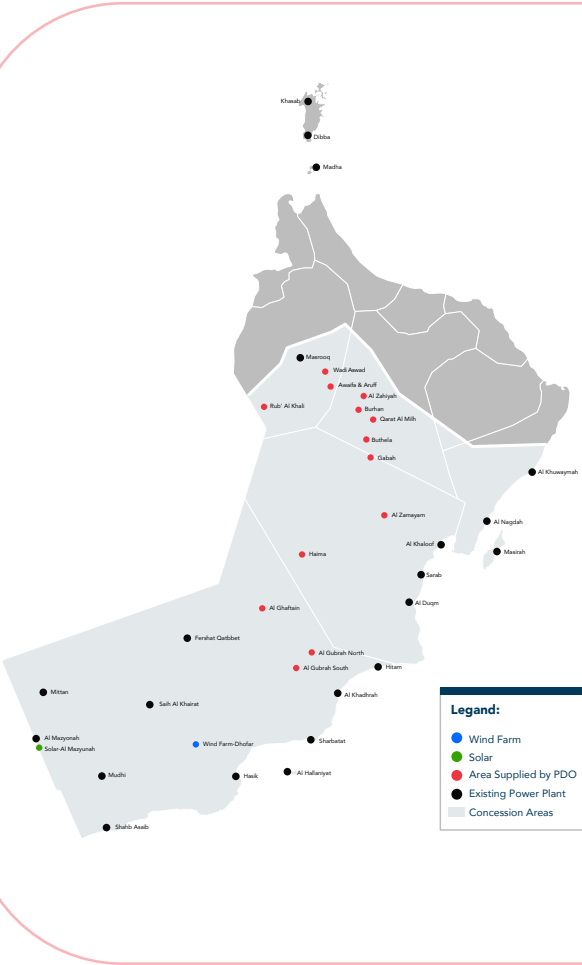


Regulatory Framework

Laws and regulations govern each step to ensure safe, reliable, and compliant operation within the sector.

LICENSED ACTIVITIES

1. To generate electricity in the Sultanate of Oman and to finance, develop own and/or operate and maintain Production Facilities in order to do so;
2. To carry out any other function assigned to it by Sector Law.



COVERAGE AREA

NEGC coordinates with Nama Group and affiliated entities to support the national interlinking project. As rural service areas are integrated into the Main Interconnected System (MIS), NEGC's primary mandate within these regions is the systematic decommissioning of standalone power stations.

To date, NEGC has successfully decommissioned more than 15 localized power stations, including sites in Dhahboon, Barbazoom, and Saih Al Khairat, smoothly transferring these coverage zones to the national grid, with a focus on security of supply standards.

During 2025, operations focused on securing the technical and contractual readiness required for these asset phase-outs. Finalizing these frameworks ensures service stability ahead of 2026, which is projected to see the highest annual volume of station retirements. NEGC's decommissioning schedule remains fully aligned with the overarching Group target to achieve full network interlinking by 2028.

As a result of integration into the MIS, the geographical footprint has consolidated from a peak of 73% to less than 50% of Oman's land area. Despite this change in physical coverage, the core mandate remains unchanged: NEGC continues to support rural electrification and ensure consistent power generation across licensed governorates.

While the majority of service areas are transitioning to the MIS, certain regions remain under specialized evaluation. The unique geographical and technical requirements of Musandam and Masirah, which involve complex considerations such as maritime cable logistics and isolated grid topography, remain the subject of ongoing studies. This ensures that any future integration for these regions meets the highest standards of stability and cost effectiveness.

Looking ahead, the decommissioning of standalone generation will result in a noticeable decline in electricity generation. The operational focus is evolving toward asset optimization and the selective use of temporary generation solutions where necessary. These efforts support wider national objectives, including the Rabt project, ensuring the long term business plan remains in lockstep with the Sultanate's energy goals.

GROUP SECTOR MERGE

GROUP SECTOR MERGE

In June 2022, a strategic direction from the Authority for Public Services Regulation (APSR) mandated the restructuring and merger of sector group companies to establish Nama Distribution and Nama Supply. The entities included in this merger were Muscat Electricity Distribution Company (MEDC), Majan Electricity Company (MJEC), Mazoon Electricity Company (MZEC), and the distribution functions of the Rural Areas Electricity Company (RAECO/Tanweer).

While the merger streamlined distribution and supply, RAECO retained its independence in electricity generation. In June 2023, RAECO officially transitioned to Nama Electricity Generation Company (NEGC), continuing to provide essential generation services across the Governorates of Musandam, Dhofar, and Al Wusta, as well as parts of Al Dakhliyah, Al Dhahirah, and Ash Sharqiyah



INTERLINKING PLAN

The Interlinking Plan focuses on closing older, less efficient power stations and moving their load to the Main Interconnected System (MIS). This transition is designed to lower operating costs and ensure a more stable power supply across the Sultanate.

As of 2025, the plan has moved into its most active phase. A significant number of stations were retired over the past year, with the majority of the remaining scheduled closures set for completion by the end of 2026. This phased approach allows for a responsible transition of assets while maintaining a reliable flow of electricity. By 2028, the plan is expected to be largely complete, with only a small number of specialized stations remaining outside the interconnected grid. This shift creates a leaner, more integrated network that better serves the long-term energy needs of the country.

The graph below presents the updated interlinking plan, showing the scheduled decommissioning year for each power station through 2028.





Said Al Maktumi
Chairman of the
Board of Directors

CHAIRPERSON REPORT

DEAR SHAREHOLDERS,

I am pleased to present our Board Annual Report for Nama Electricity Generation Company (Rural Areas Electricity Company) for the financial year ending 31 December 2025.

PRINCIPAL ACTIVITIES

The Company primarily undertakes electricity generation activities in the rural areas of Musandam Governorate, Al Wusta Governorate, Masirah Island, Khuweima and Qroon areas in Al Sharqiyah Governorate, Aswad area in Ad Dahirah Governorate, Thumrait, Shaleem, Almazyunah, Rakhyut, Maqshin, and Hasik in Dhofar Governorate, and some areas in Ad Dakhiliyah Governorate under a license to operate issued by the Authority for Public Service

Regulation of Oman.

QUALITY, HEALTH, SAFETY & ENVIRONMENT

QHSE remains the cornerstone of operations and a key part of the business strategy. In 2025, this focus delivered strong performance, supported by the collective efforts of management, employees, contractors, and outsourced service providers. NEGC staff and contractors achieved over 2 million man-hours from January to December 2025, without any Lost Time Injury (LTI) or fatal incidents, while maintaining compliance with environmental regulations, bringing the cumulative record to 5,233,532.5 LTI Free man-hours over 914 consecutive days. No major incidents occurred during the year, and all operational safety procedures were thoroughly reviewed and approved, taking into account learning points from operational incidents, alongside continued staff training and procedural updates to further strengthen the protection of people, assets, and the environment.

OPERATIONAL HIGHLIGHTS

- Total power generated from NEGC power plants in 2025 increased by 6.77%, from 570.52 GWh in 2024 to 609.13 GWh, primarily driven by the increase in output from Khasab and Khuwaima power stations.
- The power purchased increased by approximately 1.29%, from 121,052 MWh in 2024 to 122,540 MWh in 2025, to maintain reliable supply.
- Al Mazyunah Solar Plant generated 592.415 MWh, marking an increase compared to the previous year and demonstrating improved solar performance.
- The power generated from the Dhofar Wind Farm decreased to 129,209 MWh, compared with 133,700 MWh in 2024, representing a decrease of approximately 3.36%, which was mainly attributed to the impact of wind conditions, which are inherently variable and often beyond operational control.
- The company has strengthened the security of supply of its power stations by adding rental power generation

to the majority of its power stations, following the consent of the Authority for Public Services Regulation (APSR) and in line with the rental power plan.

STRATEGIC DECOMMISSIONING PLAN FOR POWER STATIONS

The strategic vision ensures NEGC maintains strong alignment with the Interlinking Plan, which involves shutting down more than 20 of its power stations in the next three years, in line with national objectives and the Company's direction. The decommissioning aims to address dispersed, outdated infrastructure and limited interconnectivity. To date, many diesel-fueled power stations have been decommissioned throughout the years while the rest are underway. Through the decommissioning of these facilities, the company has significantly reduced the emissions of pollutants such as CO₂ and lowered both ambient and stack temperatures, along with noise pollution.

At the same time, NEGC remains focused on sustainable energy, as reflected in the Al Mazyunah Solar Plant project, which began operations in 2015. The plant utilizes both polycrystalline and thin-film

photovoltaic (PV) technologies, comprising 1,617 modules and 31 inverters across an area of 8,000 m². Also, the Dhofar Wind Farm which consists of 13 wind turbines, each with an electricity generation capacity of 3.8 MW, provides a renewable option within NEGC's energy mix.

REGULATION & COMPLIANCE

The Company strives to improve and reinforce compliance with regulatory and license conditions, in cooperation with the Authority for Public Service Regulation and the Electricity Holding Company (Nama Holding). NEGC received APSR approval for the Power Purchase Agreement (PPA), which contains NEGC allowances for 2025. NEGC has also defined and updated the PPA allowances and determined the 2026 generation capital projects along with their operational cost projections.

ACKNOWLEDGEMENTS

On behalf of NEGC and the Board of Directors, I extend our deepest gratitude and appreciation





Ahmed Al Harthi
Chief Executive Officer

CEO MESSAGE

STRATEGIC REVIEW 2025

The 2025 fiscal year marks the third year of NEGC's transformation. Our focus remains on optimizing power production in line with Oman Vision 2040, prioritizing safe and efficient generation. This strategy is built on four pillars: QHSE, Security of Supply, Asset Management, and Cost Efficiency. By strengthening our governance and operational discipline, we have established NEGC as a beacon of success, setting new performance standards that further elevate the safety and environmental care that have always been fundamental to our operations.

QUALITY, HEALTH, SAFETY AND ENVIRONMENTAL PERFORMANCE

Operational success was measured primarily by QHSE performance, guided by a 5-year Strategic Plan focused on leadership accountability and hazard awareness. This "Zero-Harm" philosophy resulted in the achievement of over 2 million man-hours during the year with no Lost-Time Injuries (LTI) or fatalities. By December 31, 2025, this performance contributed to a cumulative record of 5,233,532.5 LTI-free man-hours over 914 consecutive days. This safety milestone was reinforced by a systematic review of all Standard Operating Procedures (SOPs) and the completion of Environmental Impact Assessments (EIA) across all power stations, ensuring that all operational growth is backed by rigorous compliance.

OPERATIONAL PERFORMANCE

The Company recorded a net electricity generation of 609.130 GWh in 2025, a 6.77% increase compared to 2024. The total electricity generated by the power plants in the Governorates of Al Wusta and South Al Sharqiyah represented 43% of total electricity generation. Power plants in Dhofar Governorate contributed 33.3%, while the Musandam power plant accounted for the remaining 23.7%. To maintain security of supply, NEGC integrated rental generation solutions and demonstrated operational agility by re-energizing the Saih Al Khairat station at the request of Nama Power & Water Procurement (NPWP).

THE DECOMMISSIONING & INTERLINKING PLAN PROGRESS

The Interlinking Plan remains a critical component of our transition away from legacy infrastructure, ensuring the integration of remote stations with the national grid; executed by the Nama Holding subsidiaries in coordination with NEGC. Throughout 2025, the Company achieved significant milestones in its Decommissioning Plan (2024–2028), successfully retiring many of its targeted power stations to facilitate a more centralized and efficient energy model.

This transformation was matched by a focus on resource optimization, notably through the repurposing of diesel generator sets from some of the decommissioned power stations into custom-built mobile units, and used to increase generation capacity at other power plants when needed.

This strategic initiative provides a cost-effective alternative to rental equipment and ensures flexible mobilization.

To safeguard power stations and ensure their effective response, we allocated capital investments to enhance automation and cybersecurity at the Masirah and Saih Al Khairat power stations, along side a specialized upgrade to the Khasab power station to ensure service continuity.

A key part of the interlinking strategy is the connection of the Saih Al Khairat Power Station to the electricity grid in Dhofar. This project includes a power system study and switchgear modifications to ensure a stable connection to the main network. By joining the regional grid, NEGC can better integrate renewable energy sources, such as the Dhofar Wind Farm and the Al Mazyunah Solar Project. These interconnections reduce the need for diesel generation, lower carbon emissions, and align with Oman's goal of a sustainable energy future.

STRATEGIC PROJECT

While our primary efforts center on decommissioning older stations and interlinking them to the main grid, we have taken a strategic step forward with the new Madha Power Station. We are currently laying the groundwork for a more resilient power generation through a consultancy contract for a new power facility in the region. The project is set to be executed for the new Madha power plant in 2026 and it highlights our commitment to cost efficiency and sustainability.

HUMAN RESOURCES PERFORMANCE

Throughout the year, the Company continued to prioritize the development of national talent, sustaining an Omanisation rate of 98%. Our investment in specialized training ensures that our workforce remains agile and technically prepared to keep pace with new technologies and support the transition toward a more integrated power sector. In 2025, this resulted in the delivery of 24 comprehensive training courses, with a strategic emphasis on QHSE and Risk Management, ensuring that our team maintains the highest standards of reliability and safety during this period of sector evolution.

ACKNOWLEDGEMENTS

In closing, I would like to express my gratitude to His Majesty Sultan Haitham bin Tariq for his wise leadership, which continues to inspire innovation and continuous development across all our operations. I also extend my thanks to our Board of Directors for their valuable guidance, the Authority for Public Services Regulation (APSR) for their continued support, to our shareholders for their ongoing trust, and to every member of our team whose dedication and perseverance drives our success. Looking ahead, we remain committed to delivering our strategy in line with the requirements of the next phase.



GOVERNANCE REPORT

CORPORATE GOVERNANCE PHILOSOPHY

The Company's corporate governance philosophy is firmly rooted in fostering a culture of performance excellence and adherence to applicable laws and regulations, specifically tailored for its role in the power generation sector. This approach is essential for succeeding in the highly competitive and technical field of electricity generation in a manner that is responsible, sustainable, and value-creating for all stakeholders. The Board of Directors of the Rural Areas Electricity Company SAOC (RAEC) is dedicated to upholding the highest standards of corporate governance within the generation domain. The Company's governance policies and procedures are meticulously crafted to prioritize its responsibilities towards stakeholders, with a particular emphasis on optimizing generation efficiency and ensuring long-term value for shareholders.

The Company acknowledges the significance of all its stakeholders, including shareholders, employees, customers, suppliers, and the communities where it generates power. This acknowledgment guides the governance practices and processes established by the Board. RAEC's corporate governance framework within the generation segment is driven by a commitment to the highest standards of business integrity, ethical values, and professional conduct in all its operational activities. This dedication is directed towards consistently delivering the best value to its customers and achieving excellence in the generation sector year after year.



Role of the Board of Directors and its Committees:

BOARD OF DIRECTORS

The Board of Directors retains a set of specific powers and authorities that are fundamental to the effective governance and strategic direction of the Company. These reserved powers encompass several key areas. In terms of strategic direction and oversight, the Board provides high-level guidance in shaping the Company's strategic plans, ensuring they align with its long-term operational and financial objectives. With regard to corporate governance, the Board is responsible for monitoring and evaluating governance systems to ensure compliance with relevant legal, regulatory, and internal standards. The Board also plays a critical role in risk management and internal controls, overseeing the Company's control framework and risk mitigation processes to uphold operational integrity and sustainability.

In matters of major transactions and capital allocation, the Board approves significant acquisitions, disposals, joint ventures, and capital expenditures that could materially impact the Company's financial health or strategic positioning. Furthermore, the Board oversees human resources and leadership succession, regularly reviewing HR policies and focusing on succession planning for senior executives and top management to ensure continuity in leadership. Lastly, under its financial oversight responsibilities, the Board approves the balance sheet, annual financial statements, and strategic business plans, ensuring the Company's financial practices support its broader strategic objectives.

SUB COMMITTEES OF THE BOARD

The Board is responsible for the establishment and functioning of all Sub Committees, and the appointment of members to these committees and their compensation. The Board has delegated responsibilities to two Board sub-committees namely Audit & Risk Committee and Board Executive Committee.

AUDIT & RISK COMMITTEE (ARC)

In accordance with the Code of Corporate Governance for Closed Joint Stock Companies, the Audit Committee holds a critical role in safeguarding the integrity of the Company's financial reporting and internal control environment. Among its key responsibilities is the nomination and assessment of the external auditor, where the Committee evaluates proposed candidates by reviewing their fees, terms of engagement, and the potential impact of any non-audit services on their independence and objectivity. Based on this evaluation, the Committee makes informed recommendations to the Board of Directors for submission to the Annual General Meeting (AGM) for formal appointment.

In terms of audit planning and review, the Committee is responsible for reviewing and approving the external auditor's audit plan to ensure it sufficiently addresses key risk areas. It also assesses the results of the audit process, ensuring that auditors are granted full and unrestricted access to all necessary information and documentation.

Furthermore, the Committee is tasked with upholding financial integrity and fraud oversight by investigating any instances of fraud, misstatements, or financial irregularities. It ensures the implementation and enforcement of robust internal controls and sound accounting practices that fairly and accurately reflect the Company's financial position in compliance with applicable accounting standards and regulatory requirements.

BOARD EXECUTIVE COMMITTEE (BEC)

The Board Executive Committee (BEC) serves as a pivotal governance body within the Rural Areas Electricity Company, offering strategic leadership and oversight across key areas of the organization. One of its core responsibilities lies in strategy and oversight, where the Committee reviews and approves the Rural Areas Electricity Company strategic plans, ensuring that these align with the company's long-term goals. It also monitors the implementation and progress of strategic initiatives to ensure their effectiveness and alignment with overall corporate objectives.

In the area of policy oversight and governance, the BEC plays a central role in shaping the company's policy framework. It develops, reviews, and recommends policies and procedures for Board approval, ensuring consistency with Nama Holding's strategic direction and full compliance with applicable legal and regulatory standards. The Committee also ensures the consistent application of approved policies, recommends amendments when necessary, and evaluates requests for policy exemptions. Additionally, it undertakes any

other responsibilities assigned by the Board.

With respect to human resources strategy and oversight, the BEC is responsible for reviewing and recommending updates to RAEC’s N-1 organizational structure to support operational efficiency. It also oversees the development and implementation of succession planning for key executive positions, ensuring continuity in leadership and the long-term stability of the organization.

MAJOR TENDER COMMITTEE (MJTC)

The Major Tender Committee (MJTC) was established by the Board in line with the OIA’s Procurement and Tending Policy and in line with Procurement Guidelines issued by Nama Holding. It is a key body within the company’s procurement framework, responsible for overseeing significant procurement processes to ensure transparency, efficiency, and compliance with internal policies. The committee includes executive management representatives as well as two members of the Board of Directors, reflecting the strategic importance and oversight required for critical generation decisions.

BOARD OF DIRECTORS COMPOSITION:

Being a closed joint stock company, NEGC is subject to the provisions of the Commercial Companies Law No. 4/1974 (18/2019) as amended and NEGC Articles of Association. In this context, NEGC’s Board is composed as follows:

Name of the Board Member	Position in the Board	Type of Representation	Membership of other Committees	Membership of Board Members in other companies	Last attended AGM meeting
Mr. Said Mohammed Salim Al Maktumi	Chairman	Independent	-	-	24 March 2025
Mr. Hassan Ali Saleh Al Ajmi	Vice Chairman	Non-independent, Non-executive Director	2	-	24 March 2025
Ms. Salama Khalifa Al Hajri	Member	Non-independent, Non-executive Director	2	-	24 March 2025
Mr. Ali Mohamed Ali Al Raiisi	Member	Independent	2	-	-
Mr. Musallam Said Salim Al Maashani	Member	Independent	2	NDS DIDIC	-

ATTENDANCE OF DIRECTORS AT BOARD AND COMMITTEE MEETING IN 2025:

Table 1 presents the detailed schedule for the Board of Directors’ meetings at Nama Electricity Generation Company

for the year 2025. This structured overview highlights the board’s active engagement throughout the year.

Table 01: 2025 Board of Director’s and Committee Meetings

Member Names		Said Mohammed Salim Al Maktumi	Hassan Ali Saleh Al Ajmi	Ali Mohamed Ali Al Raiisi	Musallam Said Salim Al Maashani	Salama Khalifa Al Hajri
BOD Meetings No	Dates	Chairman	Vice Chairman	Member	Member	Member
1	5 Feb 2025	Attend	Attend	Attend	Attend	Absent
2	5 Mar 2025	Attend	Attend	Attend	Attend	Attend
3	1 May 2025	Attend	Attend	Attend	Attend	Attend
4	2 Jun 2025	Attend	Attend	Attend	Attend	Attend
5	7 Aug 2025	Attend	Attend	Attend	Attend	Attend
6	5 Sep 2025	Attend	Attend	Attend	Attend	Attend
7	7 Sep 2025	Attend	Attend	Attend	Attend	Attend
8	30 Sep 2025	Attend	Attend	Attend	Attend	Attend
9	6 Nov 2025	Attend	Attend	Attend	Attend	Attend
10	17 Nov 2025	Attend	Attend	Attend	Attend	Attend
11	19 Nov 2025	Attend	Attend	Attend	Attend	Attend
12	24 Dec 2025	Attend	Attend	Attend	Attend	Attend
Total Number of BOD Attended		12	12	12	12	11
Sitting Fees 		6,000	4,200	4,800	4,200	3,900

AUDIT & RISK COMMITTEE (ARC)

Member Names		Musallam Said Salim Al Maashani	Hassan Ali Saleh Al Ajmi	Salama Khalifa Al Hajri
ARC Meetings No	Dates	Chairman	Member	Member
1	4 Mar 2025	Attend	Attend	Attend
2	27 Apr 2025	Attend	Attend	Attend
3	4 Aug 2025	Attend	Attend	Attend
4	10 Sep 2025	Attend	Attend	Attend
5	29 Sep 2025	Attend	Attend	Attend
6	3 Nov 2025	Absent	Attend	Attend
7	4 Dec 2025	Absent	Attend	Attend
Total Number of ARC Attended		6	6	7
Sitting Fees 		1,200	1,200	1,500

BOARD EXECUTIVE COMMITTEE (BEC)

Member Names		Ali Mohamed Ali Al Raiisi	Musallam Said Salim Al Maashani	Salama Khalifa Al Hajri
BEC Meetings No	Dates	Chairman	Member	Member
1	27 Apr 2025	Attend	Attend	Attend
2	4 Aug 2025	Attend	Attend	Attend
3	3 Nov 2025	Attend	Absent	Attend
Total Number of BEC Attended		3	2	3
Sitting Fees 		600	600	600

MAJOR TENDER COMMITTEE (MJTC)

2025 MAJOR TENDER COMMITTEE MEETINGS

Member Names		Mr. Hassan Ali Saleh Al Ajmi	Mr. Ali Mohammed AL Raiisi
MJTC Meetings No	Dates	Chairman	Vice Chairman
1	2 Jun 2025	Attend	Attend
2	4 Aug 2025	Attend	Attend
3	22 Oct 2025	Attend	Attend
Total Number of MJTC Attended		3	3
Sitting Fees 		600	600

ANNUAL GENERAL MEETING (AGM):

Annual General Meeting (AGM) refers to the general meeting of the Company which is held annually. Article No. 172 of the Commercial Companies Law mandates Nama Electricity Generation Company to hold an AGM within 90 days from the end of each financial year. In 2025, Nama Electricity Generation Company held the Annual General meeting on 24 March 2025.

MANAGEMENT DISCUSSION AND ANALYSIS REPORT

Refer to The Annual Report and the Report of the Financial Statements, Chairman Message, Director Report and CEO Message providing Key information on the company’s financial performance, in addition to the key strategic projects and sustainability projects. The Company’s financial performance gives a view of the current financial standing and future projections. The reports assist investors and shareholders in understanding how the Management and Board implement the decision-making process, and the company’s core principles and financial fundamentals.

COMPLIANCE WITH THE CODE OF GOVERNANCE FOR OIA ENTITIES

The Company was in full compliance with the Code of Governance for OIA Entities.

COMMUNICATIONS WITH SHAREHOLDERS AND INVESTORS

Pursuant to the Royal Decree 78/2004 (Sector Law) and its amendments, the Company maintains close liaison with Electricity Holding Company SAOC and Nama Shared Service LLC, on various policy issues. All the information relating

to the Company, news and the financial results are available on the Company’s website. The Annual General Meeting offers a further opportunity for the directors to meet with shareholders. The Annual Report includes the Management Discussions and Analysis Report.

STATUTORY AUDITORS

EY is a global leader in assurance, tax, strategy & transactions, and consulting services. EY is committed to doing its part in building a better working world. The insights and quality services which EY delivers help build trust and confidence in the capital markets and in economies the world over.

The MENA practice of EY has been operating in the region since 1923. For over 100 years, we have grown to over 8,500 people united across 27 offices and 14 countries, sharing the same values and an unwavering commitment to quality. Globally, EY operates in more than 150 countries and employs over 400,000 professionals. EY operates as one firm, with 3 geographic areas, and EY member firms are grouped into 10 regions. Please visit ey.com for more information about EY. The fees of the Statutory Auditor for the year 2025 approved by the shareholder amounted 15,228 .

CODE OF ETHICS AND BUSINESS CONDUCT

The Code of Ethics and Business Conduct Policy was amended to be in line with OIA Communication Policy. The Code of Ethics and Business Conduct (CEBC) applies to NG companies’ Boards of Directors and employees, as well as all consultants, contractors, suppliers, and persons representing NG in their commercial operations. The revision stipulates that OIA Entities shall cover the internal and external communications and the social media protocols.

Principles and ethics have always been an integral part of Nama Group and a static foundation to achieve our vision and goals. All Nama Group achievements reflect a direct indication of our commitment to apply them. Based on the principle of sustaining ethical conduct, the Code of Conduct Policy has been developed electronically to facilitate employees’ access and review of the Policy easily and encourage them to continue complying and implementing the Policy.

DETAILS OF NON-COMPLIANCE

The company received Regulation notice 116 in 2025 from APSR. However, NEGC currently adheres to all applicable regulatory requirements ensuring full compliance with relevant authorities. The Company complies with the provisions of the Code of Corporate Governance outlined in OIA Public Disclosure.

WHISTLE BLOWING

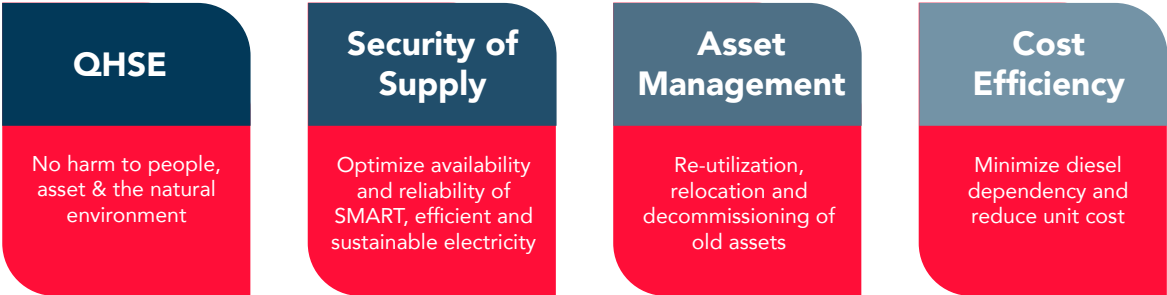
To ensure the performance of duties under the best corporate governance practices, a Whistle Blowing Policy was developed in line with the Sector’s Policy Statement on Fraud Deterrence and pursuant to the OIA Code of Corporate Governance. The main purposes of this Policy are to:

- Support the mission and values of Nama Group;
- Ensure that Target Users are aware of their right to report any Misconduct;
 - Explain the process for reporting misconduct clearly and the procedures undertaken to investigate such alleged

NEGC STRATEGY

These objectives are part of a strategic plan designed to gradually phase out and decommission NEGC’s power plants and interconnect them with the Main Interconnected System (MIS) in an efficient manner, ensuring that NEGC is in line with the direction of the parent company, Nama Holding.

Figure 01: NEGC Strategy



QUALITY, HEALTH, SAFETY, & ENVIRONMENT ACHIEVEMENTS

OPERATIONAL AND SAFETY PERFORMANCE

Operational discipline reached new benchmarks in 2025, with a focus on making safety and environmental accountability a permanent part of the Company’s culture. The year was marked by high compliance levels and the successful implementation of proactive risk-management initiatives, supporting the broader transition of the rural power network. Safety remains the fundamental metric of operational success; through rigorous oversight and the collective vigilance of staff and contractors, the Company surpassed 2 million man-hours in 2025 without a Lost Time Injury (LTI) or fatality. As of December 31, 2025, this performance contributed to a cumulative record of 5,233,532.5 LTI-free man-hours spanning 914 consecutive days. Notably, no major incidents were recorded throughout the year, reflecting the maturity of the Company's proactive risk management framework and a steadfast commitment to zero-harm operations.

Table 02: QHSE Performance 2025

LTI Free	2025 YTD	Cumulative
Days	365	914
Man/hours	2,002,908.00	5,233,532.50
LTIFR	0	<0.25



ENVIRONMENTAL RESPONSIBILITY AND AUDITS

Strict adherence to national environmental regulations was maintained through a series of specialized reviews, including comprehensive Environmental Impact Assessments (EIA) conducted by an independent, accredited third-party environmental consultancy covering all power stations. These audits confirmed that operations align with regulatory standards and demonstrate a mature environmental management system, with findings now being used to enhance future operational performance. To meet PPA requirements, an external QHSE auditor evaluated the Dhofar Wind Farm, covering turbine generators, infrastructure, and operational workflows to ensure long-term reliability and compliance with industry best practices. Furthermore, the decommissioning of many power stations to date has significantly lowered CO emissions and noise pollution, particularly in remote residential areas, supporting the Sultanate’s broader environmental goals.



WORKFORCE TRAINING AND PREPAREDNESS

The Company continues to invest in technical and safety training to ensure the workforce is equipped for high-risk environments. In collaboration with Operations & Maintenance (O&M), the QHSE team delivered a structured curriculum throughout the year that encompassed core safety protocols such as Work at Heights, Lockout/Tagout (LOTO), Workplace Hazard Awareness, Personal Protective Equipment (PPE), and Heat Stress Management. Emergency preparedness was reinforced through practical Fire Safety, First Aid, CPR, and Evacuation Procedures, while operational analysis was strengthened through Incident Reporting, Root Cause Analysis (RCA), Defensive Driving, and specialized ESR Training. This was complemented by a comprehensive update of all Standard Operating Procedures (SOPs) finalized in 2025. These revisions ensure that internal protocols reflect current regulatory requirements and the new organizational structure, driving improved efficiency and safety across safety across the company.

HUMAN RESOURCES

The Organization views its employees as essential to maintaining high service standards during the ongoing sector transition. Current HR initiatives prioritize building a resilient team capable of managing both day-to-day operations and complex strategic projects.

WORKFORCE COMPOSITION AND OMANISATION

A central commitment of the Company is the development and empowerment of national talent. As of the end of 2025, the team consisted of 47 employees, with 46 Omani nationals making up 98% of the workforce alongside 1 expatriate. This high rate of Omanisation reflects a successful long-term strategy to align with national employment goals and foster local expertise within the energy sector.



PROFESSIONAL DEVELOPMENT AND TRAINING

Investing in staff capability is a core priority. In 2025, employees participated in structured training sessions designed to improve technical performance, operational safety, and leadership readiness. These programs are vital for effective succession planning and ensuring the workforce is prepared for future industry demands.

2025 TRAINING OVERVIEW

24Courses

NEGC conducted 24 training courses during the year. These programs were carefully designed to cover various technical and administrative disciplines, with a particular focus on health, safety & risk management, technical, engineering & operations, leadership, strategy & performance management, and governance and administration. These initiatives ensure that knowledge transfer remains a continuous process, strengthening the readiness of the entire team to support the company.

Table 03: Training Distribution by Category

Training Category	Number of Courses	Percentage (%)
Leadership, Strategy & Performance Management	5	21%
Data, Analytics & Digital Skills	3	13%
Governance & Administration	4	17%
Technical, Engineering & Operations	5	21%
Health, Safety & Risk Management	6	25%
Communication & Interpersonal Skills	1	4%
Total	24	100%

NEGC places great importance on field visits to power stations across various governorates, undertaken by the Board of Directors, executive management, engineers, and employees. These visits aim to strengthen communication with regional departments and monitor the operational performance of power stations, enabling operating personnel to engage directly with the company’s management and ensure business continuity.



A snapshot of the Board of Directors, executive management, engineers, and employees during visits to several power stations and the company’s regional sites.

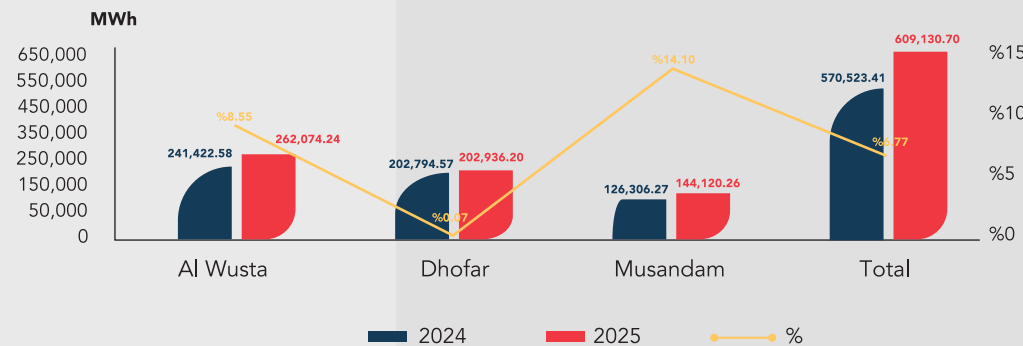
OPERATIONAL PERFORMANCE

OPERATIONAL DATA

The data presented in Figures 02 and 04 show an increase in net power generation from NEGC’s power plants, rising from 570,523.41 MWh in 2024 to 609,130.7 MWh in 2025. This growth of approximately 6.77% can be primarily attributed to higher electricity demand across the company’s concession areas. As indicated in Figure 02, power stations in the Al Wusta and Ash Sharqiyah South Governorates produced 43% of the total MWh. Power stations in the Dhofar Governorate accounted for 33.3% of the total, while the Musandam power station contributed a 23.7% share of the total generation for 2025.

Looking ahead, electricity generation from power stations across the governorates is expected to change gradually as power stations are decommissioned, particularly in the governorates of Dhofar and Al Wusta, in line with the planned connection of these areas to the Main Interconnected System (MIS). For example, the total electricity generation in Dhofar is expected to decline significantly in 2026 following the decommissioning of several of the company’s power stations in the governorate.

Figure 02: Actual Power Generated per Region (in MWh)



As shown in Figure (2), the total electricity generation in Musandam Governorate increased by 14.1% in 2025 compared with 2024. The increase was primarily driven by higher output from the Khasab Power Station in response to dispatch requests from the Load Dispatch Centre (LDC) of the Oman Electricity Transmission Company (OETC). Additionally, total electricity generation in Al Wusta Governorate also increased by 8.55%, equivalent to more than 20,000 MWh, mainly reflecting growing electricity demand across the areas served by these stations. In Dhofar Governorate, electricity generation remained broadly stable, recording a modest increase of less than 1% compared with the previous year.

Figure 03: Percentage Power Purchased (in MWh)

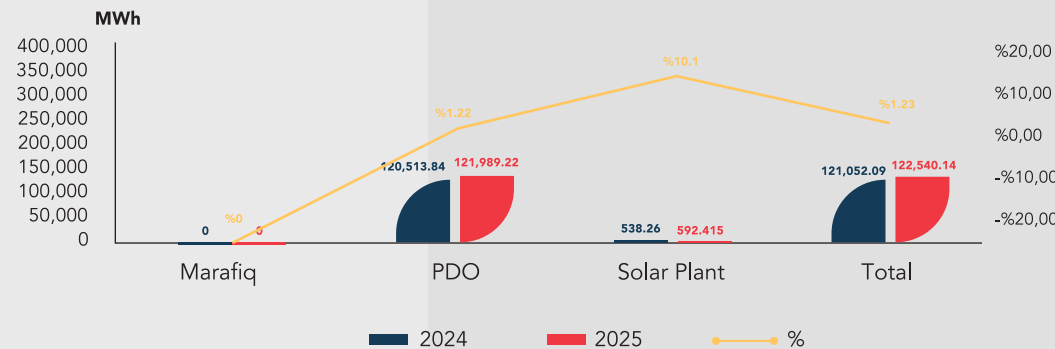
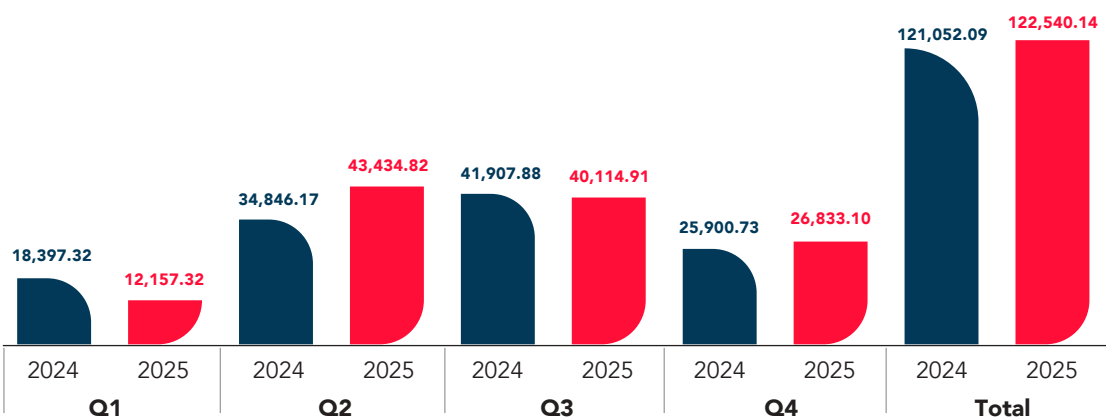


Figure 03 illustrates electricity purchases from other generation sources contracted by the company. It shows that the vast majority of purchases were from Petroleum Development Oman (PDO), accounting for 99.6%, followed by the company’s solar power plant in the Wilayat of Al Mazunah at 0.4%. Furthermore, no electricity was purchased in 2025 from the Marafiq plant in the Wilayat of Duqm, as it is retained as a standby facility.

Figure 04: Total Electricity Generation by Quarter



OPERATIONAL DATA

The Company currently operates 24 diesel-fueled power plants, including rental units, across various regions of the Sultanate of Oman—specifically Musandam, Ash Sharqiyah, Ad Dhahirah, Al Wusta, and Dhofar, these plants have capacities ranging from less than 1 MW to 80 MW. Operational data from these regions for 2024 and 2025 highlight trends in power generation and distribution across different areas..

Table 04: Operation Data For Power Plants - Dhofar 2025

Dhofar Operational Data For 2025							
Plant	NEGC DGs		Rental DG (KW)	The Month of Peak Load	Max Load (KW)	Total Power Generated (KWH)	Power Sent (KWH)
	Installed (KW)	Available (KW)					
Sharbatat	4,906.250	2,743.000	0	April	1,060.000	4,734,315.000	4,664,374.000
Shahab Assaib	24,083.333	16,387.500	13000.000	June	14,100.00	68,087,334.000	66,481,143.000
Al Mazyonah	9,666.667	6,108.333	16000	July	17,340.00	78,004,673.000	76,218,255.000
Mittan	3,400.00	1,940.000	2000	July	1,460.000	5,392,283.000	5,369,864.000
Al Hallaniyat	2,548.333	1,647.000	0	May	550.000	2,536,108.000	2,474,058.000
Hasik	7,541.667	3,795.833	2750	June	2,740.000	14,898,342.000	14,750,010.000
Saih Al Khirat New	48,016.500	33,608.000	0	0	0.00	0.00	0.00
Fershat Qatbeet	10,000.00	7,183.33	0	May	2,980.000	15,646,974.000	13,725,854.000
Mudhai	5,288.667	3,344.833	2500	Jun	3,100.000	13,636,167.000	13,116,099.000
Dhofar Total Operational Data For 2025							
Plants	NEGC DGs Installed (KW)	Available (KW)	Rental DG (KW)	Total Power Generated (KWH)		Power Sent (KWH)	
Dhofar PS	115,451.417	76,757.833	22,937.500	202,936,196.000		196,799,657.000	

Table 05: Operation Data for Power Plants - Al Wusta 2025

AL Wusta Operational Data For 2025							
Plant	NEGC DGs		Rental DG (KW)	The Month of Peak Load	Max Load (KW)	Total Power Generated (KWH)	Power Sent (KWH)
	Installed (kW)	Available (KW)					
Masirah	62,468.00	54,013.500	0	June	25,520.000	126,635,940.000	120,651,640.000
AL Duqum	74,720.000	36,033.333	0	0	0	0	0
ALKhuwaima	4,928.000	2,566.667	10000	May	11,450.000	57,204,856.000	56,909,387.000
AL Khadra	12,914.667	5,820.833	7000	Jun	6,200.000	29,161,080.000	27,738,932.000
Masrooq	5,245.833	1,758.333	3,000.00	July	3,170.000	12,234,804.000	12,140,025.000
Khalouf	2,980.333	1,850.000	2500	May	1,490.000	6,779,562.000	6,661,302.000
Nagdah	5,401.667	2,604.167	4000	May	1,900.000	6,323,665.000	6,206,895.000
Sarab	5,705.333	2,933.333	4000	May	2,540.000	10,166,623.000	10,040,337.000
Hitam	5,501.833	2,491.667	4000	May	2,130.000	8,729,044.000	8,512,035.000
Wadi Aswad	0	0	5,000.00			4,674,431.000	4,674,431.000
Safa Village	0	0	100			164,236.800	164,236.800
AL Wusta Total Operational Data For 2025							
Plants	NEGC DGs		Rental DG (KW)	Total Power Generated (KWH)		Power Sent (KWH)	
	Installed (KW)	Available (KW)					
AL Wusta PS	105,145.667	74,038.500	18,891.667	262,074,241.800		253,699,220.800	

Table 06: Operation Data for Power Plants - Musandam 2025

Musandam Operational Data For 2025							
Plant	NEGC DGs		Rental DG (KW)	The Month of Peak Load	Max Load (KW)	Total Power Generated (KWH)	Power Sent (KWH)
	Installed (KW)	Available (KW)					
Khasab New	80,000.00	74,443.750	0	Dec	45,955.000	108,359,111.000	108,359,111.000
Madha	11,300.00	5,100.000	6,000.00	Jun	8,650.000	35,748,472.000	34,636,490.000
Dibba (Rental)	0.00	0.00	17000	0	0	8,452.00	8,452.00
Lima (Rental)	0.00	0.00	2000	Oct	2146	4,229.000	4,229.000
Musandam Total Operational Data For 2025							
Plants	NEGC DGs		Rental DG (KW)	Total Power Generated (KWH)		Power Sent (KWH)	
	Installed (KW)	Available (KW)					
Musandam PS	91,300.00	79,543.750	17,666.667	144,120,264.00		143,008,282.00	

ASSET, PLANNING & PROJECT DELIVERY

NEGC continues to advance its strategic roadmap through the implementation of the comprehensive Decommissioning Plan. The company operates more than 24 diesel-fueled power plants, including rental units. Many of these are located in remote areas that face operational challenges due to their dispersed nature, outdated infrastructure, and limited connectivity.

To address these issues, NEGC is executing a long-term plan (2024–2028) focused on interlinking power stations with the national grid and retiring inefficient plants in coordination the Nama Holding subsidiaries. This plan promotes sustainable management by ensuring the responsible disposal of obsolete equipment and the repurposing of usable assets. It also facilitates a smooth transition by resolving land usufruct agreements for decommissioned sites.

The following figure shows the power stations that have been decommissioned or taken out of service across the company's concession areas in recent years, either through interconnection between stations or by linking them to the Main Interconnected System.

Figure (5) – Power Stations Decommissioned or Taken Out of Service





The successful decommissioning of these stations reflects strategic planning and effective coordination across dispersed areas. This initiative facilitates the transition to a centralized energy model and underscores NEGC's commitment to resource optimization. As part of this effort, the company has undertaken the responsible disposal of assets in decommissioned power stations following the necessary assessment. This process supports the broader goal of enhancing efficiency while minimizing environmental impact. Through this project, NEGC continues to advance its vision of sustainable development, ensuring that infrastructure retirement

aligns with industry best practices.

In 2025, NEGC also successfully completed a fabrication project to repurpose diesel generator (DG) sets from the closed Dhafra power station. By converting these units into custom-built steel containers, the company has created a cost-effective alternative to rental equipment. These mobile units support emergency power needs and allow for

flexible mobilization across all service sites.

Additionally, several key projects have been advanced to strengthen operational reliability and future readiness. Three major projects have been awarded and are currently in execution:

- **Automation & Cybersecurity Upgrades:** Modernized control systems at the Masirah, Saih Al Khairat, and Shaab Asaib power plants. These upgrades enhance system flexibility, ensure long-term support, and strengthen digital defenses against evolving cyber threats.
- **Operational Control Systems Upgrade:** A major modernization of the Khasab Power Station's operating controls and reinforcement of station auxiliaries. This project is designed to improve cybersecurity and enhance overall operational efficiency.
- **New Infrastructure Planning:** Awarded the consultancy contract for a new power station at

Madha. This project, with EPC awards expected in Q2 2026, follows a sustainable model by reusing assets from decommissioned sites to optimize resources.

NEGC has also successfully completed emergency works at the Hasik Power Station. This included the installation of Ring Main Unit (RMU) arrangements and Neutral Earthing Resistors (NER), alongside modifications to the DG control systems. These upgrades ensure full compliance with technical and regulatory requirements while providing critical backup protection in the event of 11kV busbar issues. Furthermore, another project has been initiated to interconnect Saih Al Khairat Power Station with the Dhofar Grid, including a power system study and switchgear modifications. Collectively, these achievements demonstrate the department's proactive role in enhancing system resilience, optimizing resources, and ensuring compliance with

RENEWABLE

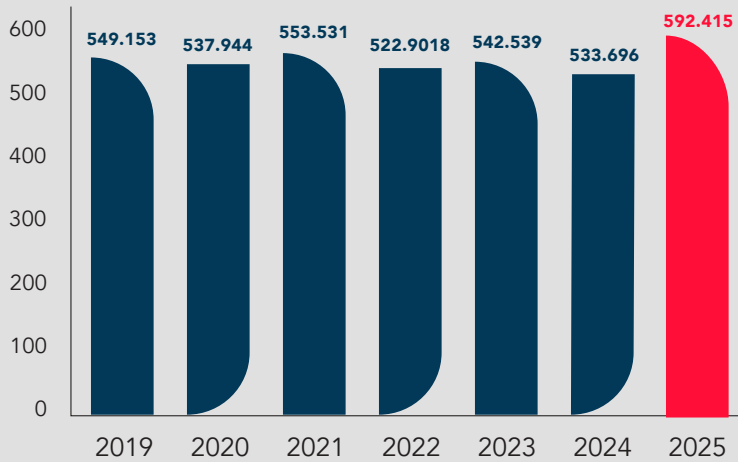
AL MAZYUNAH SOLAR PLANT

The Al Mazyunah Solar Project remains a significant contributor to the Sultanate’s renewable energy goals. From January through December 2025, the facility generated 592.415 MWh of clean electricity, supporting both the local grid and the surrounding community.

Operated under a long-term Power Purchase Agreement (PPA), the site covers 8,000 square meters and utilizes a 307 kWp photovoltaic system. To maintain consistent output despite changing weather conditions, the plant uses a mix of polycrystalline and thin-film technologies across its 1,617 solar modules and 31 inverters.

Beyond its technical specifications, the project serves as a practical model for sustainability in rural areas. By providing a reliable power source while actively lowering carbon emissions, it demonstrates the tangible benefits of integrating renewable energy into regional infrastructure. This project is considered the first of its kind and scale in the Sultanate of Oman for solar power generation.

Figure 6: Total Produced Energy (in MWh)




592.415
MWh
of Electricity


8,000
Square
Meters


1,617
Solar
Panels


31
Inverters

RENEWABLE

DHOFAR WIND FARM

The Dhofar Wind Farm (DWF) serves as a critical operational asset in the transition toward a low-carbon energy economy for the Sultanate. Spanning 1,900 hectares, the facility is the first of its scale in the region and maintains a total generating capacity of 50 megawatts. This power is produced by 13 wind turbines, each with a 3.8-megawatt capacity, which collectively provide clean electricity to approximately 16,000 homes throughout the Dhofar Governorate.

OPERATIONAL AND ENVIRONMENTAL PERFORMANCE

During the 2025 fiscal year, the DWF produced 129.209 GWh of electricity. While annual output is inherently tied to fluctuating wind conditions, the facility remains a reliable contributor to the national energy mix. Since its commissioning in 2019, the project has offset more than 110,000

tons of CO₂ emissions, directly supporting the national objective to reduce carbon output by 2030.

STRATEGIC AND ECONOMIC CONTRIBUTION

The project is closely aligned with the objectives of Oman Vision 2040, which seeks to increase the renewable energy share to 20% by 2030 and up to 39% by 2040. Beyond its technical contribution to the grid, the wind farm generates significant value for the local economy by prioritizing workforce Omanisation and maximizing In-Country Value. The facility is managed by a predominantly Omani workforce to build specialized local expertise in wind technology, while operations emphasize partnerships with local contractors and suppliers to ensure the project’s economic benefits directly support the growth of Omani businesses.

Figure 7: Total Produced Energy (in GWh)

