



Sustainability in Action

2025



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Read more

All content and data presented in this publication is accurate up to the end of March 2026.

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***Sustainability in Action 2025* provides a detailed account of the company's sustainability approach, progress, commitments and actions that are shaping the future of Ukraine's energy system. Our action demonstrates that DTEK responds to challenges today, while preparing for a brighter tomorrow.**

DTEK today

55,000
employees

21
years of operation

1.2 GW
installed renewables capacity

€12 billion
total invested capital



DTEK is not waiting for the war to end before building a more secure future. We are investing in wind power, battery storage, distributed generation and smart grids today, while continuing to maintain critical supply across the country.

A strategy for energy security and Ukraine's future

Resilience, responsibility and delivery again defined our work in 2025. For the fourth year since Russia's full-scale invasion, we protected and restored critical energy infrastructure. Through the worst winter in Ukraine's modern history, we reconnected more customers than ever before and supported the safety and wellbeing of our people and communities despite the intensity of Russian attacks.

At the same time, 2025 was a year of strategic progress. We accelerated DTEK's transformation by developing our first Energy Transition Plan – setting out a long-term strategy to power Ukraine into the next decade and beyond.

This plan is grounded in a clear conviction: that Ukraine's future energy system must be more modern, flexible and decentralised than the one it replaces. The war has shown the vulnerability of large, centralised infrastructure. The system that Ukraine requires today is one that is faster to deploy, harder to destroy, lower in emissions and which reinforces Ukraine's future role in Europe's energy system.

DTEK is not waiting for the war to end before building a more secure future. We are investing in wind power, battery storage, distributed generation and smart grids today, while continuing to maintain critical supply across the country. Together, these investments are reshaping Ukraine's energy architecture in ways that strengthen national security, support economic recovery and contribute to climate goals.

The energy transition is not only a technical change, but a social and economic one. We recognise that it will be challenging for areas shaped by coal over generations. DTEK is committed to supporting our workers and communities, and to being a constructive and accountable partner for all those affected.

The progress we are making is thanks to our people. Every day, DTEK colleagues step into some of the most demanding roles anywhere in the global energy sector. I want to thank our people and every energy worker in Ukraine for their commitment, professionalism and the difference they are making today, and for the future we are building together.

Maxim Timchenko
Chief Executive Officer



While the context in which we operate remains uncertain, DTEK's direction is clear. Through disciplined delivery of our Sustainability Strategy and Energy Transition Plan, we are building the foundations for a more secure, resilient and lower-carbon energy system for Ukraine.

Delivering sustainability through strategy and action

2025 was an important year in DTEK's sustainability journey. We finalised our Sustainability Strategy and developed our first Energy Transition Plan, providing a clear and integrated framework for delivering our priorities: energy security, decarbonisation and responsible business practices.

Our approach reflects the reality of operating in Ukraine today: meeting the immediate needs of our customers and an energy system under military attack, while still setting ambitious and achievable goals to accelerate Ukraine's long-term energy transition.

At the centre of our sustainability efforts are four goals, which we deliver through our Energy Transition Plan and ESG Management Plan:

1. Drive the energy transition
2. Ensure energy security
3. Manage our impacts
4. Demonstrate Ukrainian leadership

Our **Energy Transition Plan** sets out our commitment over the next decade to reduce Scope 1 and 2 emissions by 42%, and Scope 3 by 25% – putting us on a pathway to achieve net zero by 2050.

To achieve these goals, we are phasing down coal in line with our newly published Coal Policy, scaling renewable energy, modernising the grid and deploying lower-carbon technologies. Our emissions targets and coal phase out pathway are aligned with Ukraine's long-term energy transition ambitions, and we remain committed to supporting a just and fair transition for our people and communities.

Our **ESG Management Plan** outlines how we manage activities that have a material impact – setting clear targets, strengthening policies and processes, and managing data effectively.

This report highlights the progress we have made. For example, in 2025 we continued our investment in renewables with the expansion of our Tyligulska wind power plant and delivered a large-scale battery storage project. Through our ProVeteran programme, we expanded support for colleagues returning from the war and we continued to support customers during difficult times by restoring electricity supply to households, businesses, and critical infrastructure across Ukraine. Our governance structures were strengthened by embedding ESG into business processes and enhancing compliance frameworks. I am encouraged that our efforts were recognised in Ukraine and internationally through multiple award nominations, reflecting our progress and the importance of our work.

While the context in which we operate remains uncertain, DTEK's direction is clear. Through disciplined delivery of our Sustainability Strategy and Energy Transition Plan, we are building the foundations for a more secure, resilient and lower-carbon energy system for Ukraine.

Jeff Oatham
Chief Sustainability Officer



Overview

Our business

Energy Transition Plan

Environmental action

Social action

Governance action

Our business





About DTEK

DTEK Group is the largest private investor in the energy sector of Ukraine, investing more than €12 billion since 2005 and employing 55,000 people.

We generate electricity at wind, solar and thermal power plants; distribute and supply electricity to end consumers; extract natural gas and mine coal; trade energy resources on Ukrainian and foreign markets; and provide a range of domestic and commercial energy services.

Over the last 20 years, DTEK has grown from a regional coal producer and power generator into a fully integrated national energy leader. Today, DTEK is transforming into a diversified, pan-European energy business with headquarters in Kyiv, Amsterdam and London.

For more than half our history, we have operated through the challenges of war, but we have continued to grow, innovate and support our customers. Since the full-scale invasion of Ukraine in 2022, DTEK has invested €2.4 billion in the country's economy.

DTEK Group is 100% owned by SCM Holdings. The ultimate beneficiary and sole shareholder is Rinat Akhmetov, a businessman and philanthropist.

Our mission

Our energy powers life

At DTEK, we believe that energy is the foundation and driving force behind the development of the world on its path to a secure future.

Our journey started in Ukraine, and we fully realise that energy is not just a resource but a vital force that ensures the wellbeing and progress of every individual, the community and the entire nation.

At DTEK, we take responsibility for supporting the natural human aspiration to make each new day better.

Our vision

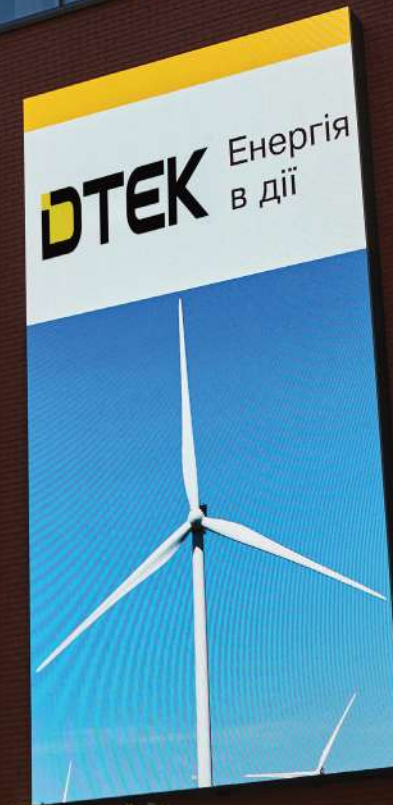
Forged in Ukraine, we aim to be a regional European leader, driving energy security and transition through the power of our people, international partnerships and advanced technologies.

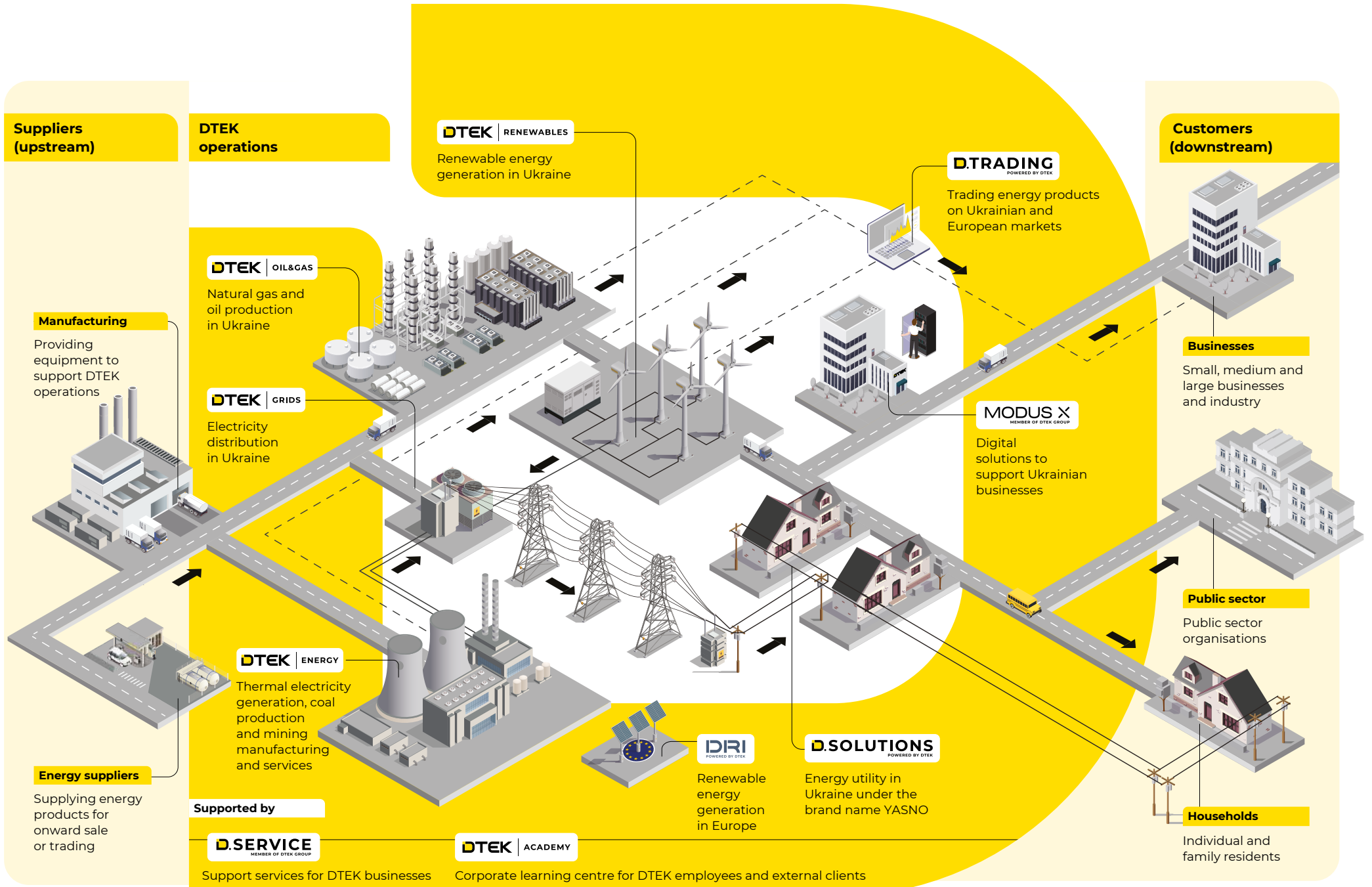


A model for success

DTEK operates multiple businesses across the energy value chain, from extraction through to generation, distribution and supply. As independent businesses within DTEK Group, they each perform distinct but complementary roles. Together they shape DTEK's operational performance, contribution to energy security and long-term value creation.

Our value chain also plays a key role in delivering efficient, high-quality and reliable services. Our upstream suppliers provide essential products and services to support our operations, while downstream, we work to meet the evolving needs of our diverse customers including households, businesses and public sector organisations.





Suppliers (upstream)

DTEK operations

DTEK | RENEWABLES
Renewable energy generation in Ukraine

DTRADING
POWERED BY DTEK
Trading energy products on Ukrainian and European markets

Customers (downstream)

Manufacturing
Providing equipment to support DTEK operations

DTEK | OIL&GAS
Natural gas and oil production in Ukraine

DTEK | GRIDS
Electricity distribution in Ukraine

Businesses
Small, medium and large businesses and industry

MODUS X
MEMBER OF DTEK GROUP
Digital solutions to support Ukrainian businesses

Public sector
Public sector organisations

Energy suppliers
Supplying energy products for onward sale or trading

DTEK | ENERGY
Thermal electricity generation, coal production and mining manufacturing and services

Supported by
D.SERVICE
MEMBER OF DTEK GROUP
Support services for DTEK businesses

DTEK | ACADEMY
Corporate learning centre for DTEK employees and external clients

DRI
POWERED BY DTEK
Renewable energy generation in Europe

D.SOLUTIONS
POWERED BY DTEK
Energy utility in Ukraine under the brand name YASNO

Public sector
Public sector organisations

Households
Individual and family residents



Operating amid war and complexity

DTEK operates in a uniquely challenging environment. Since Russia's full-scale invasion in 2022, energy infrastructure across Ukraine has been deliberately and repeatedly targeted, placing DTEK's generation, network and supply assets under near continuous threat. DTEK's operations are therefore characterised by extreme uncertainty, heightened safety risks, constrained access to capital and disrupted value chains.

Ensuring the continuity of energy supply under these conditions is both a national necessity and a societal responsibility. This reality defines our operating environment and shapes every strategic, operational and investment decision we make.

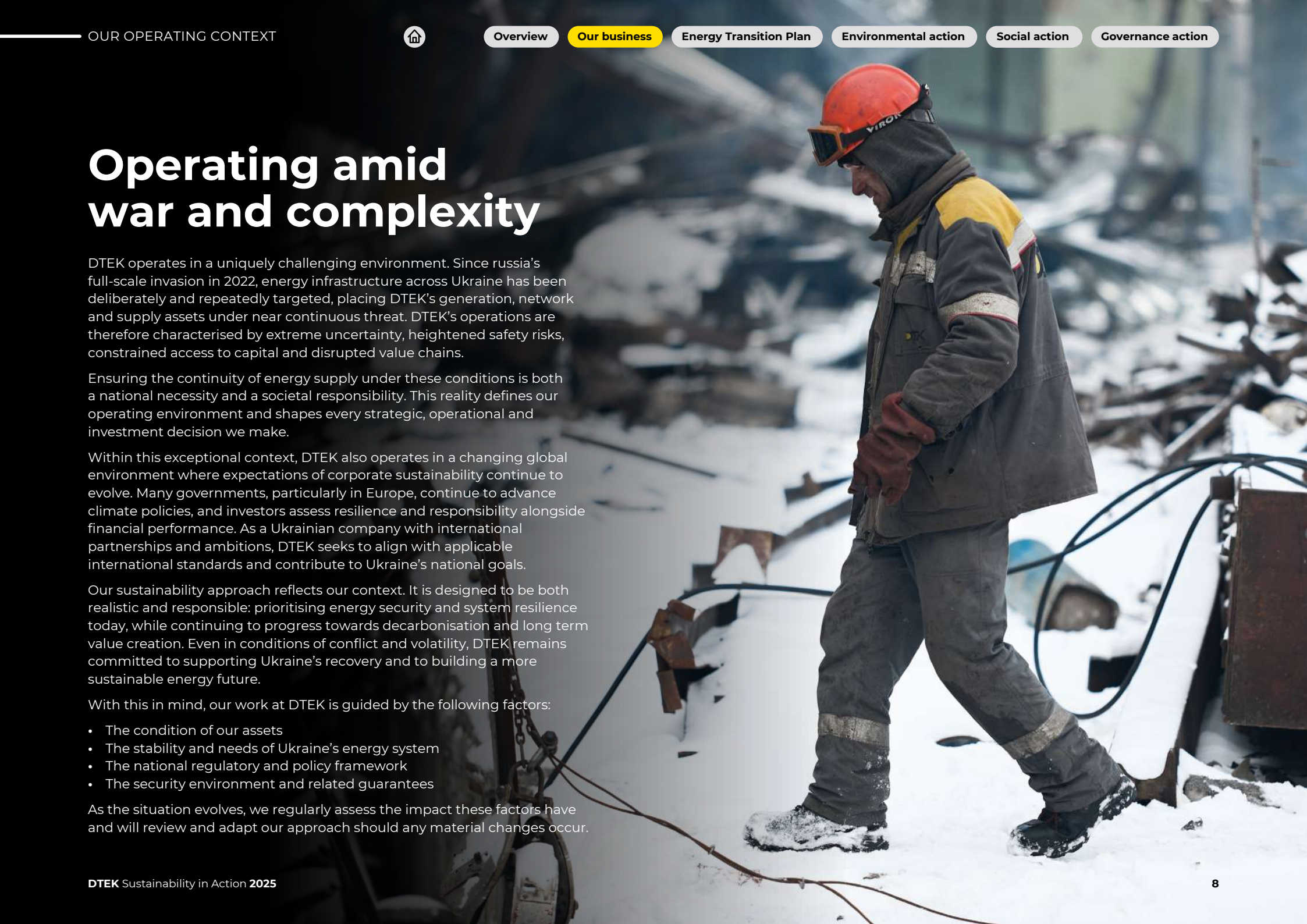
Within this exceptional context, DTEK also operates in a changing global environment where expectations of corporate sustainability continue to evolve. Many governments, particularly in Europe, continue to advance climate policies, and investors assess resilience and responsibility alongside financial performance. As a Ukrainian company with international partnerships and ambitions, DTEK seeks to align with applicable international standards and contribute to Ukraine's national goals.

Our sustainability approach reflects our context. It is designed to be both realistic and responsible: prioritising energy security and system resilience today, while continuing to progress towards decarbonisation and long term value creation. Even in conditions of conflict and volatility, DTEK remains committed to supporting Ukraine's recovery and to building a more sustainable energy future.

With this in mind, our work at DTEK is guided by the following factors:

- The condition of our assets
- The stability and needs of Ukraine's energy system
- The national regulatory and policy framework
- The security environment and related guarantees

As the situation evolves, we regularly assess the impact these factors have and will review and adapt our approach should any material changes occur.





Our sustainability goals

The goals that guide us

We have set out four sustainability goals that respond to both global expectations and our unique operating context. These goals focus on the areas where DTEK can have the greatest impact while creating value for all our stakeholders.



Drive the energy transition

Accelerate Ukraine's decarbonisation and build an energy system of the future by phasing out coal and scaling renewables, storage and clean energy infrastructure.



Ensure energy security

Strengthen Ukraine's energy security through a modern, flexible and decentralised power system.



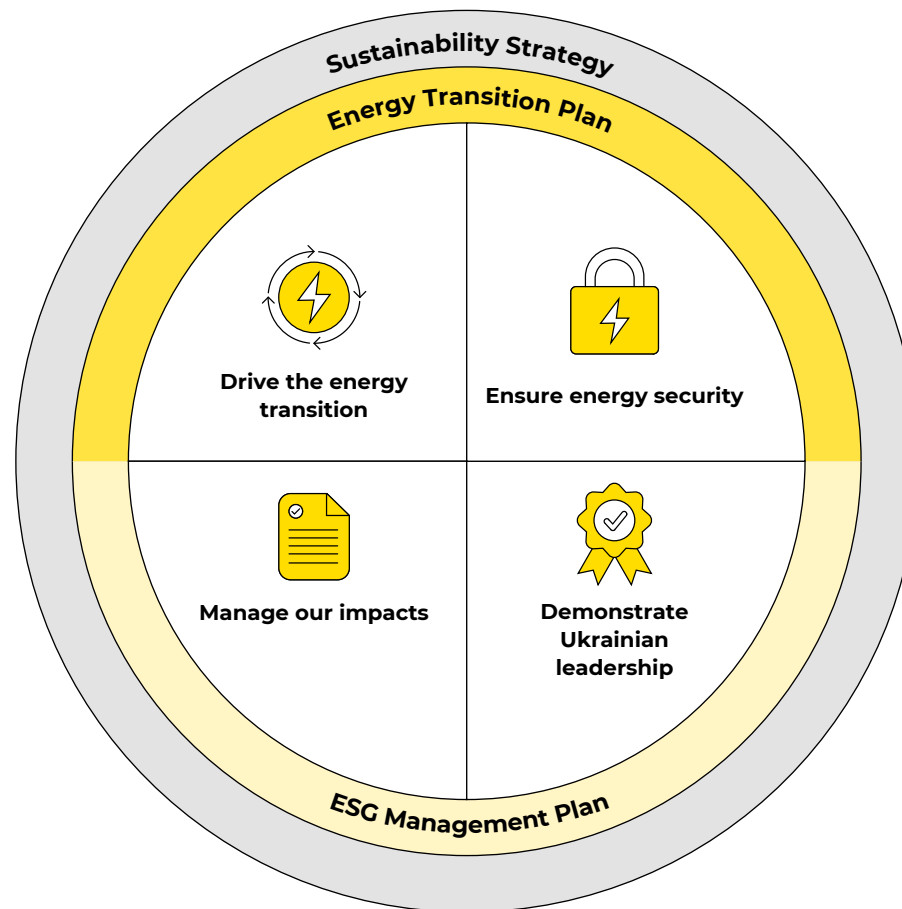
Manage our impacts

Minimise our negative impacts and maximise the positive value of our activities for people and the planet.



Demonstrate Ukrainian leadership

Set the benchmark for modern, competitive business in Ukraine through strong corporate governance and alignment with European and international standards.



How we will deliver on these goals

We will take action through two strategic plans that together provide a structured framework for delivering meaningful progress on our sustainability goals.

Energy Transition Plan

A pathway for strengthening Ukraine's long-term energy security by evolving our operations from high carbon to low carbon models across all parts of our business. It outlines how we will shift our production, generation, distribution and sales activities towards cleaner and more resilient solutions.

ESG Management Plan

A framework for embedding environmental, social and governance priorities into everyday business practice. It supports our goals by ensuring that strong policies, data management, governance oversight and capability building are integrated across the Group.



Our material topics

Focusing on the topics that matter most

Our sustainability work is informed by the issues that matter most to DTEK, to Ukraine and to our stakeholders. These issues have been identified using a double materiality assessment, which considers both impact materiality (how our activities affect people and the environment) and financial materiality (how sustainability topics may influence our financial performance).

Our assessment followed the principles of the European Sustainability Reporting Standards (ESRS). We considered impacts, risks and opportunities across our own operations and value chain by evaluating their severity, likelihood and timeframe. We also took into account stakeholder views. A topic is considered material if it is significant from either an impact or a financial perspective.

The output provides clarity on the priority topics for DTEK and forms the foundation for our ESG Management Plan and sustainability reporting. Throughout the remaining chapters of this publication, we describe the actions we are taking across each material topic and the progress made in 2025 to align our business with European standards and support Ukraine's transition to a secure, low carbon energy system.

ESG	Topic	Sub-topic	Impact materiality	Financial materiality	
ENVIRONMENTAL	Climate change	Climate change adaptation		⬇️	
		Climate change mitigation	⊖ ⊕	⬇️ ⬆️	
		Energy	⊖	⬆️	
	Pollution	Pollution of air	⊖	⬇️	
		Pollution of water	⊖	⬇️	
	Resource use and circular economy	Resource inflows	⊖		
		Waste	⊖	⬇️ ⬆️	
	SOCIAL	Own workforce	Secure employment	⊕	⬇️
			Adequate wages	⊕	⬇️
Health and safety			⊖	⬇️	
Consumers and end-users		Privacy	⊖		
		Security of a person		⬇️	
GOVERNANCE	Business conduct	Corporate culture	⊕	⬆️	
		Corruption and bribery	⊕	⬇️	

Materiality key: ⊖ Negative impact ⊕ Positive impact ⬇️ Risk ⬆️ Opportunity



Energy Transition Plan





Energy transition at DTEK

DTEK's energy transition is about transforming how we generate, distribute and supply energy in the future – while continuing to support Ukraine's energy security today. Our approach reflects the realities of operating in a country at war: balancing near-term system resilience with a long-term shift away from high carbon activities.

Strengthening energy security and advancing decarbonisation are mutually reinforcing priorities. Investments in decentralised generation, renewables and modern energy technologies reduce exposure to fuel supply risks, enhance system resilience and support Ukraine's long-term climate commitments. For DTEK, these priorities are interconnected and must be delivered together.

Our Energy Transition Plan sets out a pathway to progressively reduce emissions, phase out coal and develop lower carbon energy solutions. The Plan is guided by international climate standards and is grounded in a realistic, responsible approach for our business and the communities that depend on us.





Our emissions footprint

We recognise that our operations currently generate significant greenhouse gas (GHG) emissions. A clear understanding of where these emissions originate is essential to shaping an effective and credible decarbonisation pathway.

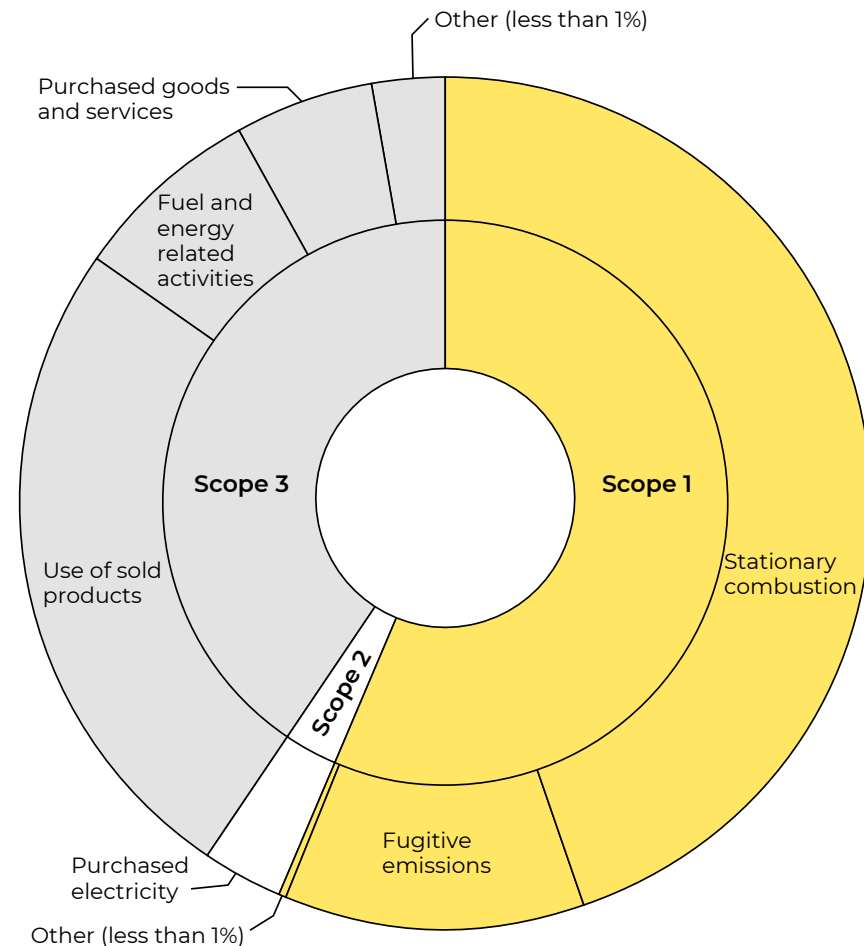
In 2024, we undertook our first Group-wide GHG inventory, calculating emissions across scope 1 (direct), scope 2 (indirect) and scope 3 (value chain) emissions, setting 2023 as our baseline year. In line with the GHG Protocol, our footprint reflects the Group's total gross emissions, including all business activities under operational control and excluding any avoided emissions, removals or offsets.

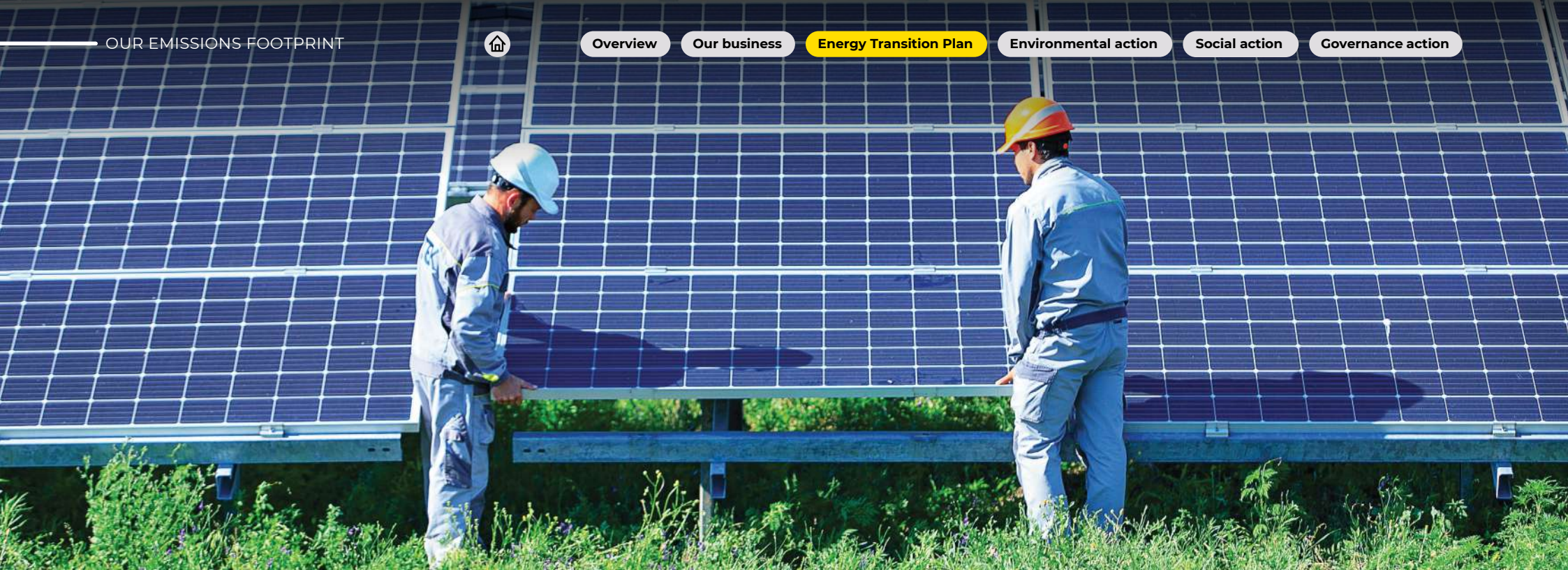
Thermal power generation (scope 1) accounts for the largest share of our footprint, making it a key focus of our Energy Transition Plan. Other hotspots include:

- Fugitive emissions (scope 1): methane leaks during coal mining
- Purchased electricity and heat (scope 2): losses during electricity transmission and distribution
- Purchased goods and services (scope 3): upstream emissions from the production of products we buy
- Fuel and energy related activities (scope 3): the purchase and sale of electricity to end users
- Use of sold products (scope 3): combustion of fuel produced and sold to end users

Our 2023 baseline footprint has been revised since our 2024 Sustainability in Action publication following refinement of the methodology. The main change was the alignment of thermal power generation emissions with Ukraine's GHG Monitoring, Reporting and Verification approach.

DTEK Group 2023 baseline carbon footprint

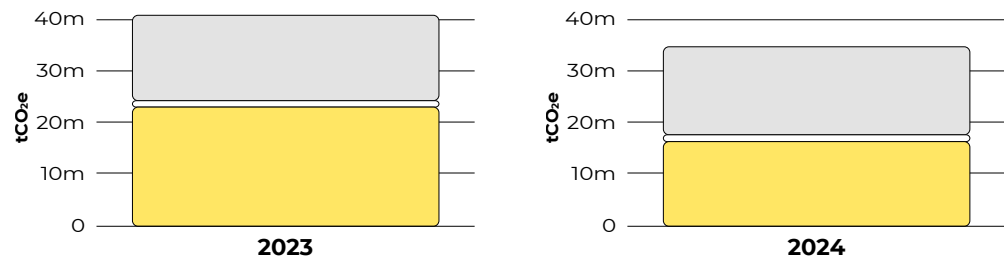




Our 2024 inventory shows a significant reduction in scope 1 emissions compared to 2023. This was largely as a result of russian attacks on our power plants, which caused major disruption to generation throughout the year. Given our operating context, our emissions pathway can fluctuate in response to external factors beyond our control. We will continue to monitor these impacts closely and communicate them as transparently as possible while adhering to national security requirements.

At the time of writing, our 2025 footprint was still being calculated and is therefore not included in this publication. This reflects the current maturity of our GHG accounting. We are committed to measuring our footprint every year and, over time, aim to bring this process forward to align with future disclosure requirements.

2023 and 2024 total GHG emissions



- Scope 1 emissions
- Scope 2 emissions
- Scope 3 emissions



Our emissions targets

We are committed to minimising our climate impact while maintaining the resilience and reliability of Ukraine's energy system. To this end, DTEK has set absolute emissions targets across scope 1, 2 and 3, covering both our own operations and our value chain, over both the near term and the long term. Our target boundary includes core operations and excludes trading activities.

Our targets

Near-term operational target
Scope 1 and 2

-42%

by 2035
vs 2023 baseline

Near-term value chain target
Scope 3

-25%

by 2035
vs 2023 baseline

Long-term Net Zero target
Scope 1, 2 and 3

-90%

by 2050
vs 2023 baseline



Alignment to science

Our targets have been developed using Science Based Targets initiative (SBTi) guidance and are designed to support the goals of the Paris Agreement. They are closely aligned rather than fully aligned, reflecting the operational realities of working in wartime Ukraine. We have taken a balanced approach that recognises our unique context while remaining grounded in climate science and consistent with international best practice. Below, we provide a summary of our alignment and explain areas where our approach differs.

Alignment summary	SBTi guidance			DTEK targets		
	Temperature goal	Target ambition	Timeframe	Temperature goal	Target ambition	Timeframe
Near-term scope 1 and 2 target	1.5°C	-63%	5–10 years from target set date	Well below 2°C	-42%	10 years
Near-term scope 3 target	Well below 2°C	-37.5%	5–10 years from target set date	2°C	-25%	10 years
Long-term Net Zero target	1.5°C	-90%	2050 latest	1.5°C	-90%	2050

Timeframe

Considering the uncertainty created by war, it would not be realistic or responsible to set near-term targets over a five-year period. Instead, we have aligned our targets with the timeline set by the Ukrainian government for phasing out coal power generation by 2035, providing a 10-year period from our target setting year of 2025. Our long-term target is set at 2050, at the upper end of the advised timeframe, reflecting Ukraine's non-OECD status and the expected post-war recovery needs. Both timeframes are aligned with SBTi guidance.

Target ambition

Our long-term target is aligned with the ambition of achieving Net Zero and a 1.5°C pathway. While our near-term targets do not meet the temperature goals advised by SBTi, they are ambitious for DTEK given our challenging operating context. Our scope 1 and 2 target is still aligned with the Paris Agreement aim for well below 2°C and, by setting a scope 3 target despite baseline scope 3 emissions being less than 40% of total emissions, we have gone beyond what is required for scope 3.



Decarbonisation priorities

To deliver our emissions reduction targets, we are focusing on four priority areas that guide our decarbonisation efforts across the Group:



Phasing down coal: delivering a responsible and managed closure of thermal power plants and mines, aligned with our Coal Policy and the needs of Ukraine's energy system.



Scaling renewables: continue to expand wind and solar generation, as the largest investor in renewables in Ukraine.



Modernising and strengthening the grid: investing in a more efficient, resilient and flexible grid to reduce energy losses, integrate renewables and enable a decentralised low carbon energy system.



Deploying low carbon technologies: scaling other technologies such as battery storage, smart metering and customer-side solutions to cut emissions, improve system flexibility and prepare for future energy needs.

Together, these actions form a practical roadmap for reducing emissions while maintaining system stability and supporting long-term growth.

Coal Policy

Coal phase-out is a central pillar of DTEK's energy transition. We are committed to a managed and responsible exit from coal, recognising the social, economic and energy security implications for Ukraine. Our timeline reflects Ukraine's national commitment to phase out coal power generation by 2035.

Under our Coal Policy, DTEK commits to:

Progressively retire thermal power units with full closure by the end of 2035

Reduce thermal coal production to zero by the end of 2035

No investment in or expansion of coal-based operations beyond repair and maintenance

Increase investment in renewable energy, expanding our portfolio of green assets in Ukraine



Just Transition

DTEK's history is deeply rooted in coal mining, coal power generation and the regions where these activities have shaped local economies and livelihoods for generations. As Ukraine moves towards its national commitment to phase out coal power generation by 2035, the transformation facing these regions goes far beyond energy infrastructure and technology. It is also a social and economic matter with direct implications for workers, families, communities and local economies.

A just transition recognises this reality: change must be managed in a way that accounts for the needs, aspirations and resilience of the people and places most affected. The pace and nature of change may vary by region, but the principle remains consistent: local needs must be understood and reflected in decision making. As local economies adjust over time, the transition may affect employment, skills, supply chains, public revenues and the wider regional resilience.

DTEK recognises its responsibility to contribute to this process, particularly in relation to employees and communities connected to its operations. Our role is to act responsibly towards our people, engage openly with stakeholders in the regions where we operate, and contribute to practical discussions and initiatives that support resilience and create new opportunities over time.

Experience from other countries demonstrates the importance of early planning and partnership. A successful transition depends on coordinated action by business, national and local government, communities, donors and international partners. Public policy, investment, institutional capacity and local participation all have an important role to play.

DTEK supports a transition that is fair, realistic and grounded in the specific needs of coal regions. Our aim is to help ensure that change is managed in a way that supports long-term economic resilience and takes proper account of the interests of workers and communities affected.





Environmental action



Our approach to climate

Climate change is a defining global challenge. The Paris Agreement calls to limit global warming to well below 2°C and to strive for 1.5°C. The energy sector is central to this challenge, both as a source of emissions and as a key part of the solution.

Despite the war, Ukraine has remained committed to its climate goals, including cutting emissions by 65% of 1990 levels by 2035 and phasing out coal power generation by the same date. As the largest private energy company in Ukraine and the operator of most of the country’s coal-fired power stations, DTEK has a central role to play in supporting this transition and helping the country achieve its climate ambitions.

At the same time, climate action in Ukraine is no longer primarily about reducing emissions. The war has underscored the need for an energy system that is more resilient and secure, as well as cleaner. This requires us to accelerate the development of decentralised generation, renewables and modern energy technologies that can strengthen the resilience of Ukraine’s energy system now and in the future.

DTEK’s sustainability strategy reflects this dual responsibility. Our Energy Transition Plan sets out a long-term pathway to strengthen energy security while decarbonising the Group. With the support of our partners, we are building new renewable generation at scale and exploring low carbon technology solutions. In parallel, we are deepening our understanding and strengthening our approach to climate adaptation by assessing both physical and transition risks across the business.

Climate change material topics

ESG	Topic	Sub-topic
ENVIRONMENTAL	Climate change	Climate change adaptation
		Climate change mitigation
		Energy

Climate change KPIs

We monitor our action against climate change through the following Group-level key performance indicators (KPIs):

Topic	KPI
Climate change	Scope 1 and 2 emissions (tCO ₂ e)
	Scope 3 emissions (tCO ₂ e)
	Total emissions (tCO ₂ e)
	Emissions intensity of 3 rd party energy sold to end users (tCO ₂ e/MWh)
	Total renewable energy capacity, RES + BESS (MW)
	CAPEX spent on energy transition projects (%)

RES = Renewable energy system

BESS = Battery energy storage system



Climate: our action in 2025

In 2025, we made progress on our decarbonisation agenda by deepening our understanding of climate-related risks, accelerating renewable energy development, and enhancing grid efficiency and resilience. Together, these efforts support both emissions reduction and the stability of Ukraine's energy system under wartime conditions.

Understanding climate risk

We began a comprehensive climate risk assessment to evaluate how climate change could affect our operations and long-term strategy. Approaching this work in phases, we first assessed transition risks. This explored potential regulatory, market, technological and stakeholder shifts that could affect our business.

Our approach aligns with Group-wide risk assessment frameworks, ensuring that insights are integrated into strategic and operational planning. The assessment is ongoing and will be expanded to include physical risk when appropriate, considering the more immediate security risks posed to our assets as a result of the war. This work is essential not only for our internal planning, but also for supporting investors and partners in assessing long-term exposure and enabling informed decision-making and effective mitigation.

Expanding renewable energy capacity

Despite a highly challenging operating environment, 2025 was a year of continued progress in scaling our renewable energy capacity. Major steps were taken across our flagship wind projects, including the expansion of Tyligulska Wind Power Plant (WPP), which is being built in partnership with Danish wind turbine manufacturer Vestas. In 2025, construction began on the second phase, which will add 64 turbines and increase the capacity more than fourfold from 114 MW to 500 MW. Construction is due to be completed in 2026 with enough supply to power 900,000 Ukrainian homes. The project was recognised internationally at the 2025 Reuters Events Global Sustainability Awards, being selected as a finalist for the *Partnership of the Year* award for its record investment in Ukrainian sustainable energy.

We also advanced plans for the development of the Poltavaska WPP, another large-scale onshore wind farm with planned capacity of 650 MW. Important pre-construction works were completed during the year, including signing a community memorandum, conducting geological surveys, wind monitoring and biodiversity assessments, and agreeing technical network connections. These early stage works move the project closer to delivery and will help bring additional generation capacity to an energy-deficient region, supporting both regional and national energy independence and stabilisation, as well as advancing our decarbonisation agenda.



Vestas

We are proud to expand our partnership with DTEK and to deliver our technology solutions to the Tyligulska project that will power Ukraine's energy system. I want to thank DTEK for showing visionary leadership and authorities in Denmark, Ukraine and EU for their strong support to this ambitious project that will help strengthen Ukraine's energy security.

Henrik Andersen

Vestas President and CEO



Issuing DTEK's first guarantees of origin

In 2025, we sold guarantees of origin for renewable electricity generation in Ukraine for the first time. The guarantees provide customers with official evidence that the electricity they have purchased is from renewable sources and therefore has zero generation emissions. The market for guarantees of origin in Ukraine is in its early stages of development, but this initial step to open a market is important for encouraging further investment and growth of the renewable energy sector.

Delivering a smarter, more efficient and resilient grid

Targeted infrastructure upgrades carried out during the year helped improve the performance and resilience of our grid. Upgrades included the reconstruction of 293 km of overhead lines and 101 substations, the building of 69 new transformer units, and the installation of new discharge transformers and modern switching equipment. Together, these measures form part of the Group's grid modernisation agenda, which aims to reduce technical losses and enhance efficiency, thereby lowering the carbon footprint of electricity distribution.

Another key element of our modernisation programme is the rollout of smart metering and digital monitoring across the network. In 2025, DTEK Grids Distribution System Operators installed more than 200,000 smart metering systems, enabling more accurate measurement of consumption, faster

detection of abnormalities and losses, and better integration of decentralised generation at customer sites. These smart devices, supported by upgraded IT systems, provide a clearer picture of how electricity is used, helping both DTEK and our customers manage demand more efficiently and reduce waste.

At the same time, DTEK Renewables took further steps to enhance energy system stability by improving the forecasting of renewable generation. In 2025, we piloted our own forecasting algorithm at Tyligulska WPP, building on work started in 2024 to refine forecasting models using inhouse analytics. Over a six-month control period, the new tool improved forecast accuracy by 23%. This helps grid operators anticipate fluctuations in wind output more precisely, which is critical for maintaining grid stability and reducing the need for backup generation during periods of volatility.

Climate action in numbers

923 MW

installed renewable energy generation capacity

200 MW

installed battery storage capacity





Case study

Strengthening system resilience through Ukraine's largest battery energy storage system

DTEK Renewables delivered Ukraine's largest Battery Energy Storage System (BESS) in partnership with Fluence, a global leader in energy storage products and services. The project added 200 MW of advanced storage capacity across six sites in the Kyiv and Dnipropetrovsk regions. In total, these facilities provide enough dispatchable electricity to power 600,000 homes for up to two hours, delivering critical grid-balancing support.

Construction was completed in just six months, significantly faster than the industry average for projects of such complexity, to ensure the system was ready ahead of the winter heating season. With a total investment of €125 million, the project helps address energy security challenges caused by wartime destruction to critical infrastructure. The facility strengthens system stability, reduces the risk of outages and supports the integration of growing renewable capacity.

The project's scale, speed and strategic importance have been internationally recognised, receiving two prizes at the Energy Storage Awards for *Developer of the Year* and *Best Overall European Energy Storage Project*.



FLUENCE
A Siemens and AES Company

We are honoured to collaborate with DTEK on this landmark energy storage project. The exceptional determination and effectiveness demonstrated by DTEK in bringing this forward is truly inspiring. This achievement is a beacon of resilience and a symbol of what can be achieved through strong international cooperation. Even in these very challenging times, innovation and partnership can light the way toward greater energy security. Together, we are contributing to a stronger, more resilient, and decentralized energy system that will support Ukraine's long-term stability.

Julian Nebreda
Fluence CEO



Case study

Powering Ukraine through decentralised energy solutions

DTEK has partnered with Octopus Energy Group, a global clean energy technology leader, to launch RISE: Resilient Independent Solar Energy. It is Ukraine's first large-scale programme dedicated to decentralised energy systems. The initiative aims to strengthen Ukraine's energy security by mobilising up to €100 million to support the targeted deployment of commercial solar and battery systems across businesses and public sector institutions over the next five years.

At a time when traditional energy infrastructure is being targeted by Russia, localised energy generation and storage can play a vital role in stabilising the grid and strengthening energy resilience. RISE combines DTEK's proven delivery capability with Octopus Energy's AI-powered operating system, Kraken, to deliver real benefits for customers. The programme will help optimise energy use, lower electricity costs and provide greater protection against power outages.



octopusenergy

Ukraine – and specifically DTEK – has demonstrated incredible resilience and agility in the face of unprecedented destruction to its energy system. They are rebuilding at pace and pioneering a decentralised, smart energy system powered by homegrown renewables – and this is exactly where Kraken can be highly effective. We're proud to partner with them to help Ukraine come back stronger than ever.

Greg Jackson

Founder and CEO of Octopus Energy Group



DTEK



Environmental stewardship at DTEK

Protecting the environment is central to DTEK's goal to manage our impacts responsibly. We are committed to ensuring that our activities are carried out with respect for the environment and to complying with applicable environmental laws and standards in the countries where we operate.

Our policy for the environment sets the overall direction for this work, guiding how we prevent pollution, manage water resources responsibly, protect biodiversity, and use resources more efficiently. It steers how we monitor, manage and continually improve environmental performance across our operations.

We identify environmental risks and impacts and implement processes to avoid, reduce or manage harm identified. We build environmental considerations into day-to-day operations and business planning and support these through a culture of continuous improvement, underpinned by training, strong awareness and the right skills. We operate robust environmental management systems aligned with ISO 14001 and regularly track performance to stay up to date with evolving regulations and best practice.

Environment material topics

ESG	Topic	Sub-topic
ENVIRONMENTAL	Pollution	Pollution of air
		Pollution of water
	Resource use and circular economy	Resource inflows
		Waste

Environment KPIs

We monitor our environmental protection efforts through the following business-level key performance indicators (KPIs):

Topics	KPI
Pollution	SOx (tonnes)
	NOx (tonnes)
	Dust (tonnes)
	Number of spill incidents (#)
Waste	Total waste generated (tonnes)
	Waste recycled (%)
	Waste diverted from landfill (%)



Environment: our action in 2025

In 2025, we strengthened our environmental governance by completing a comprehensive update of our environmental policy. Developed in line with Ukrainian and European legislation and leading international standards such as ISO 14001, the revised policy sets clear expectations for how environmental considerations are integrated across the Group. It defines the principles that guide all businesses, whilst recognising the different operational contexts in which they work. It provides the foundations for practical application, and each business is now working to align operational procedures and management systems to the Group standard.

Pollution prevention and control

Our pollution monitoring programme aims to support air quality and limit potentially harmful emissions. Ongoing annual activities include laboratory testing of discharges from production facilities, atmospheric air sampling, and routine testing of purification equipment. We work to reduce water consumption by reviewing operational processes. Also, we seek to maintain purity of water supplies through advanced sampling and laboratory testing of wastewater.

Waste management

In 2025, DTEK focused on standardising waste management data across the Group to enable consistent action and reporting. We formalised the application of the waste hierarchy, embedding it into internal processes and setting commitments on waste

prevention, reuse, recycling, and safe disposal. We updated our internal systems to measure and monitor waste generation, achieving a standardised Group-level waste baseline from which we can track progress in future. This work was supported by employee awareness raising and targeted training to build internal capability.

We are already putting these principles into practice. At DTEK Energy, ash and slag is generated in large volumes at power plants as a by-product of the thermal combustion process. Through our partnership with Recycling Solutions, we have created a sustainable offtake channel for ash and slag to be used as a secondary raw material in cement production. In addition to reducing landfill volumes, the programme decreases reliance on primary materials, reinforces circular economy principles, and supports local infrastructure rebuilding.

Biodiversity protection

We also promote nature-positive action as a core component of environmental stewardship. Despite wartime challenges, biodiversity protection remained a priority in 2025. DTEK Grids and DTEK Renewables expanded ecological projects such as #EnergyWings and the Island of Birds, receiving international recognition as finalists at the 2025 Reuters Events Global Sustainability Awards in the *Biodiversity Champion* category, demonstrating the significance and impact of these initiatives.

Case study

Advancing lower impact seismic exploration

DTEK Oil&Gas continues to introduce advanced technologies that improve operational efficiency while reducing environmental impact. Over the past two years, the business has adopted the STRYDE cable-free nodal seismic system, significantly enhancing its exploration workflows. The technology delivers high quality seismic data from deep horizons, supporting more accurate subsurface modelling and increasing the likelihood of identifying productive drilling locations. Its compact and lightweight design means less equipment and fewer materials are needed, shortening survey timescales and reducing overall logistical complexity.

A key sustainability benefit is the substantial reduction in fuel use and related emissions. By eliminating the need for cable deployment and heavy machinery, the system can reduce the GHG footprint of the seismic procedure by up to 60%. Additionally, its small size helps minimise disturbance to local ecosystems by avoiding extensive ground impact, supporting a more responsible exploration.



Case study

Protecting biodiversity in high-risk environments

DTEK Grids' #EnergyWings project helps protect white storks, a cherished symbol of peace and prosperity in Ukraine. By reinforcing nests built on pylon poles and installing protective equipment on power lines, the project reduces the risk of birds coming into contact with live wires, helping to protect wildlife while also preventing potential power outages.

In 2025, DTEK Grids installed 120 white stork nesting platforms across Kyiv, Odesa and Dnipropetrovsk regions and ringed an additional 108 chicks for scientific observation. Our monitoring programme confirmed that 95% of the platforms are inhabited by storks. Since the project began in 2013, over 20,000 birds have been protected.

DTEK Renewables also continued its Island of Birds project in partnership with the Tyligul Estuary, an internationally recognised Ramsar wetland and part of the Emerald Network. The initiative aims to provide suitable nesting habitats for birds at risk of extinction. In 2025, six bird species, including three listed in the official national list of threatened animals and plants, the Red Book of Ukraine, nested on 1,500 m² of artificial islands built by DTEK in 2021.

Nearly 858 nesting pairs were recorded in 2025, compared to 195 in 2021, with a 90% hatching success rate. Despite being located around 100 km from the frontline, the project demonstrates how nature-positive design and long-term monitoring can support resilient ecosystems in a high-risk environment.





Social action





Our commitment to our workforce

DTEK’s 55,000 people are our greatest strength. Every day, employees across the Group demonstrate exceptional courage, professionalism and commitment while working under wartime conditions. Their contribution is central to our success.

Supporting them is both a responsibility and a strategic priority to maintain a stable, motivated and productive organisation. This is especially important in the current context, as Ukraine continues to face labour shortages caused by war-related mobilisation and migration.

We focus on the issues that matter most to our people as well as our business. We provide stable employment and competitive compensation to attract and retain talent. DTEK also maintains a robust safety culture to protect employees working in high-risk areas of the business, backed by a supportive and inclusive working environment that promotes wellbeing, professional development and equal opportunities.

Our workforce material topics

ESG	Topic	Sub-topic
SOCIAL	Own workforce	Secure employment
		Adequate wages
		Health and safety

Our workforce KPIs

We monitor our social efforts through the following Group-level key performance indicators (KPIs):

Topic	KPI
Own workforce	Staff turnover (%)
	Employee Net Promoter Score, eNPS (index)
	Lost Time Injury Frequency Rate, LTIFR (index)
	Fatalities (#)



Workforce: our action in 2025

DTEK's duty of care

Due to the nature of our business, there are inherent health and safety (H&S) risks across our operations. To manage these risks and protect our people, we have developed rigorous H&S policies and procedures. In 2025, we focused on strengthening the effectiveness of these systems in response to elevated operational and security risks caused by the war. We prioritised prevention and protection, as well as reinforcing a risk-based safety management approach. DTEK Energy introduced a critical risk management process across operations, supported by a new training programme that reached 681 asset managers. In DTEK Grids, distribution system operators completed ISO 45001:2018 surveillance and recertification audits, confirming compliance. We also continued to invest in employee wartime protection, including building 31 additional shelters and providing enhanced personal protective equipment. In recognition of their effort, DTEK Grids received an award for *Innovation of the year in the field of occupational safety* at the international forum Leaders of Changes 2025.

Human rights

As a signatory to the UN Global Compact, we align our practices at DTEK with internationally recognised principles on human rights, labour standards and ethical conduct, embedding these through our Ethics and Business Conduct Code. In 2025, we strengthened this commitment by developing a Group-level policy for human rights aligned with the UN Guiding Principles on Business and Human Rights (UNGPs) and International Labour Organisation (ILO) standards.

DTEK also became a signatory to Ukraine's Human Capital Resilience Charter, initiated by the Ministry of Economy of Ukraine, reinforcing our commitment to supporting the recovery and resilience of Ukraine's labour market through responsible and human-centred business practices.

Training and development

In 2025, Academy DTEK, our dedicated corporate learning centre, expanded Group-wide training to address critical operational needs and support business continuity. Training programmes that focused on core corporate competencies reached 10,222 employees through 31,354 learning sessions, helping to enhance the resilience and effectiveness of our teams. Alongside this, a refreshed universal skills curriculum that included mental health, first aid, critical thinking, ESG and inclusive communication equipped employees with practical skills to respond to the challenges of wartime Ukraine.

To reinforce technical capability, DTEK also launched upskilling programmes in heat and power engineering, delivered in collaboration with leading technical universities: National Technical University Dnipro Polytechnic and Lviv Polytechnic National University. Two training groups completed the programme during the year, helping to build a stronger pipeline of skilled specialists able to operate our assets and provide essential power to our customers. We also continued to support employees in gaining recognised professional certifications aligned with national standards, supporting their professional development and strengthening credibility across key roles.

In total, Academy DTEK delivered nearly 45,000 sessions in 2025, supporting employees across all parts of the Group.

Talent pipeline

Alongside developing the capabilities of current employees, we continue to invest in the workforce of the future through our early-career programmes. These initiatives help ensure we can meet the evolving needs of the energy sector and build a strong pipeline of talent for the years ahead.

In 2025, we strengthened this pipeline through our graduate programme, which included rotations across key corporate centre functions such as Strategy and Business Development, Corporate Finance and the Chief Financial Officer's office. During the year, the programme also expanded into business units for the first time, with trainees joining DTEK Energy, DTEK Grids and D.TRADING.

We also continued to recruit students for placements, providing young people with practical experience, helping them build skills for future careers and offering insight into what it means to work at DTEK. At the same time, the dual education model, which integrates vocational or higher education with on-the-job training, remained an important mechanism for preparing technical specialists for operational roles in the energy sector.



Diversity and inclusion

We are working to build a more inclusive, equitable and future-oriented workplace by integrating diversity and inclusion (D&I) considerations into core human resources (HR), learning and talent processes.

This year, Academy DTEK advanced a number of initiatives to strengthen inclusive recruitment, skills development and employee engagement practices across the Group. One major milestone was the development and launch of a mandatory training programme for all recruiters, featuring dedicated modules on inclusive hiring and principles on working effectively with veterans returning from service. This intervention helps embed more bias-aware recruitment practices across the Group and supports our commitment to being an equal opportunity employer.

Our societal contribution in numbers

1,100

enlisted employees returned to civilian life

5,200

internally displaced persons employed



Case study

Strengthening human rights safeguards at Tyligulska WPP

In 2025, the Tyligulska Wind Power Plant (WPP) conducted a human rights risk assessment to identify and understand the potential impacts of its operations on employees and local communities. The assessment found that the greatest risks to people stem from the external security environment created by Russian military aggression. It also identified opportunities to further strengthen inclusive and safe working conditions.

These findings reinforced the importance of strong site-level processes for occupational safety, equal opportunities and meaningful engagement with affected groups. In response, Tyligulska WPP developed a targeted action plan to address identified gaps and enhanced its monitoring system to ensure actions are implemented effectively.



Case study

Supporting our veterans and mobilised employees

Since the start of Russia's full-scale invasion, many DTEK employees have stepped forward to defend Ukraine by joining the Armed Forces. As of March 2026, more than 5,700 DTEK employees, both men and women, have served, with almost 4,000 currently on active duty.

We developed ProVeteran in 2025, a Group-wide programme that provides structured, multi-stage support from the moment an employee is mobilised through to their service and, where possible, their return to civilian and professional life.

Support during active service

Employees serving in the Armed Forces of Ukraine receive a range of support for themselves and their families. This includes financial assistance, vouchers for tactical gear, health insurance, psychological support, and assistance in resolving legal or organisational issues that may arise during active duty.

Support for returning veterans

For employees returning from military service, we recognise that the transition can be challenging, and we are committed to helping them reintegrate into civilian life. Through ProVeteran, we provide tailored support delivered by a cross-functional team of qualified professionals including HR, legal, medical, psychological and social policy experts. This helps create an environment built on mindfulness, respect and confidence. Veterans can access medical and psychological support, extended health insurance and opportunities for reskilling.

Retraining

Retraining is delivered through Academy DTEK, which offers structured learning opportunities across its 10 branches. Veterans can retrain in more than 75 technical professions. Over 500 male and female veterans have completed retraining programmes and specialised courses focused on professional skills and safety knowledge.

In 2025, Academy DTEK and the National Technical University Dnipro Polytechnic also piloted a two-month course, *Specialist in Work with Solar Energy Facilities*, which was open to veterans from outside our company and former DTEK employees. The programme combined theory with practical learning, including case studies, laboratory work and hands-on experience at solar facilities, equipping participants with skills relevant to renewable energy roles.

Inclusive workplaces

Sadly, many veterans return from service with injuries. We want to ensure our workplaces are accessible and inclusive for people with disabilities. To support this, we have begun a programme of accessibility audits to identify where adaptation is required. Initial measures have already been piloted at one of our mines, including improvements to entrances, showers, restrooms and navigation. The mine became the first in Ukraine to provide accessible above-ground facilities for people with disabilities.

We have also developed a specialised vacancy search tool to help human resources teams identify roles suited to the physical capabilities of returning veterans.

Our ambition is not only to make DTEK a veteran-friendly workplace, but also to help advance more inclusive practices across Ukraine through shared experiences. We are a signatory to the Principles of Veteran-Friendly Business and collaborate with state institutions, civic organisations and other employers to strengthen approaches to veteran support across the country.



For many of us, it is not just about a new career. It is about the chance to move forward. We start planning, we connect with others and we feel needed again.

Vadym Zelenskyi

Veteran and former DTEK employee



Supporting our customers when it matters most

Across Ukraine, millions of people rely on DTEK for their energy. We supply to households, businesses and industry, the public sector and essential infrastructure operators. Providing a reliable energy supply is central to DTEK’s mission: our energy powers life.

We serve customers across the energy lifecycle: from generating electricity at thermal, solar and wind power plants to distributing electricity to 4.7 million households and 149,000 commercial customers through DTEK Grids, and selling gas and electricity to 2.5 million households and 64,000 commercial customers via D.SOLUTIONS. Today, D.SOLUTIONS is driving a significant increase in sales of solar panels and batteries to residents and businesses seeking greater energy security.

Under the exceptional challenges of war, we do everything possible to meet customers’ needs. This commitment is reflected in our investment in more resilient forms of power generation and distribution; robust cyber security to thwart russian hackers; and digital channels so customers get up-to-date information if attacks cause power outages.

Customer material topics

ESG	Topic	Sub-topic
SOCIAL	Consumers and end-users	Privacy
		Security of a person

Customer KPIs

We monitor our customer support through the following business-level key performance indicators (KPIs):

Topic	KPI
Consumers and end-users	First call resolution rate, FCR (%)
	Customer Net Promoter Score, cNPS (index)
	Customer satisfaction index, CSI (%)



Customers: our action in 2025

As Russia's attacks on energy infrastructure intensified in 2025, maintaining service continuity for our customers remained our top priority. Throughout the year, our engineers worked in extreme conditions to restore power across affected regions. Since the start of the full-scale invasion, we have repaired 1,382 damaged energy facilities and restored 9,819 power lines.

Over the same period, we have invested €2.4 billion in Ukraine's economy and spent millions of work hours repairing our grid network. These efforts have been essential to maintaining heating, water supply, communications and critical infrastructure such as hospitals and schools. In wartime, reliable energy supply is not only a customer expectation, but a foundation of public safety, social stability and human dignity.

Alongside restoration activities, we expanded customer access to more sustainable, decentralised and energy-efficient solutions that improve resilience and reduce the risk of power outages. This included smart meters and digital monitoring tools, energy-efficient appliances and advisory services, solar installations for households and businesses, and electric vehicle charging infrastructure. These developments built on the strategic investments initiated in 2024, when the Group accelerated the deployment of renewables, battery storage and modernised distribution systems as part of its long-term decarbonisation pathway.

Our customer support in numbers

D.SOLUTIONS

2.5 million

active household customers

64,000

active commercial customers

Our digital services

Our digital transformation programme continues to be a core enabler of customer service, helping us provide more accessible and reliable support. In 2025, D.SOLUTIONS expanded its integrated digital ecosystem, offering customers online onboarding, mobile applications, digital payment options and remote support. These services helped users manage their accounts and energy consumption efficiently, even when access to physical service centres was limited by security risks. In recognition of this work, D.SOLUTIONS received UN Global Compact Network Ukraine's Partnership for Sustainability Award 2025 in the *Digital Transformation and Innovation* category.

DTEK Grids also expanded its digital services during the year by refreshing its website interface, offering alternative billing and payment options, and launching a digital assistant chatbot. The business was recognised with the *Best Case in Online CX* award at Ukrainian CX Excellence 2025 for its work on real-time power outage notifications, providing customers with critical information in rapidly changing conditions.

Cyber security

As digitalisation accelerates, so does the importance of data protection. Strong cyber security is essential to protecting critical energy systems and customer data. In 2025, we faced more than 75 million attempted cyber attacks alongside physical threats to our energy infrastructure. In response, we further strengthened our defences by expanding the capacity of our 24/7 Security Operations Centre (SOC), enhancing Security Orchestration, Automation and Response (SOAR) tools to speed up threat detection and response, and continuing to implement a Zero Trust model and to strengthen Information Technology (IT) and Operational Technology (OT) segregation. Employee awareness also remained a priority to reduce risks associated with social engineering and deepfakes. Looking ahead, we are developing AI-based protection systems to support the secure adoption of emerging technologies and to help safeguard Ukraine's energy system.

Our customer support in numbers

DTEK Grids

4.7 million

household customers

149,000

commercial customers

**Case study****Digital twin: strengthening grid reliability for our customers**

DTEK Grids has developed a comprehensive digital twin of its distribution network, an advanced modelling system that simulates both real-time and future grid conditions. This model enables detailed assessment of network reliability, quality, congestion and bottlenecks, helping engineers identify where upgrades or interventions are needed.

By forecasting load patterns, predicting potential accidents and analysing power losses, the digital twin supports faster and more accurate decision making to maintain a stable electricity supply. It also helps assess the feasibility of new customer connections, making it easier for households and businesses to access energy safely and efficiently.

For our customers, this means a more reliable and responsive grid, with fewer outages and clearer information. It is one more way we are using digital innovation to deliver reliable, modern and customer-centred energy services.

Case study**Supporting veterans entrepreneurship through energy cost relief**

In partnership with the Ukrainian Veterans Fund and the Ministry of Veterans Affairs of Ukraine, D.SOLUTIONS has launched a targeted grant programme for small and medium-sized enterprises (SMEs) owned by veterans. The programme is designed to help ease the financial pressure many veteran entrepreneurs face by covering the cost of electricity for up to six months, with compensation provided for 30,000 kWh of electricity consumption.

A total of 14 veteran-owned businesses were selected to receive support. Each received up to €6,000 (UAH 300,000) in electricity cost relief, giving business owners more room to direct resources towards stabilising and growing their businesses during a challenging period.

The programme provides practical and immediate support to an emerging and important group of entrepreneurs helping to drive Ukraine's recovery. It also demonstrates how D.SOLUTIONS can leverage its core capabilities and services such as energy supply, billing systems and digital contracting to deliver support that strengthens social resilience and helps vulnerable customers.





Supporting community resilience

For over two decades, DTEK has worked to create positive social value in the regions where we operate by supporting local economies, responding to community needs and contributing to regional development. Our work has become even more important amid the loss and uncertainty of war.

By engaging with communities and understanding their needs, we invest in projects that matter the most to local people. We invest in local infrastructure like hospitals and schools, ensuring access to essential services and supporting social and economic stability even in the most challenging circumstances.

Our aim is to create positive and lasting impact and to support Ukraine's recovery, strengthen resilience and help lay the foundations for long-term prosperity.

Community material topics

Supporting local communities remains a priority area of action for DTEK as part of our commitment to responsible business, even though it is not a material topic under our double materiality assessment.

Community KPIs

We monitor our community action through the following business-level key performance indicators (KPIs):

Topic	KPI
Affected communities	Community project coverage (%)





Communities: our action in 2025

In 2025, we continued to support the wellbeing and resilience of the communities where we operate by focusing on essential services, energy efficiency, education and social infrastructure. Our approach prioritised investments that responded to immediate needs while creating long-term social value. This included both projects completed during the year and the continuation of multi-year initiatives developed together with community partners.

DTEK Oil&Gas: improving essential healthcare and social infrastructure

In the Velykosorochynska community in the Poltava region, where DTEK Oil&Gas has operated for over a decade, we have supported the improvement of critical social infrastructure with a focus on healthcare. This has included the restoration of a three-storey medical building housing primary healthcare, emergency care and therapeutic services, significantly improving access to modern healthcare for local residents.

The project also included upgrades to the surrounding public space, replacing damaged walkways and improving barrier-free access. These changes have helped make essential services safer and more accessible, particularly for people with mobility challenges.

In 2025, total investment in the project reached more than €100,000 (UAH 5.2 million), bringing cumulative funding since 2023 to more than €227,000 (UAH 11.7 million). The project is scheduled for completion in 2026.



Thank you to everyone who supports the medical industry. Healthcare is our priority, as every resident should have access to high-quality medical services. We are therefore very grateful to responsible businesses for their additional funding. DTEK Oil&Gas is our strategic and reliable partner.

Oleksandr Tyshchytskyi

Head of Velykosorochynska community

DTEK Renewables: strengthening education, energy resilience and community wellbeing

DTEK Renewables consistently supports the communities where it operates. In 2025, it contributed to healthcare and education infrastructure in the Mykolaiv region, including repairing a hospital building, improving a lyceum courtyard, and providing a new school bus. Further initiatives included funding equipment to repair a village water supply system in the Kherson region and delivering a fully equipped modular outpatient clinic in the Dnipropetrovsk region, improving access to primary healthcare in a remote rural area.

In Kyiv, DTEK Renewables supported higher education by equipping renewable energy laboratories at the National Technical University “Igor Sikorsky Kyiv Polytechnic Institute”. The project helped strengthen technical training capacity and supported skills development for Ukraine’s renewable energy sector.

DTEK Renewables also developed the design for a 2 MW solar power plant for Hlobyne City Council in the Poltava region, supporting the community’s transition towards more independent and distributed power generation. Once built, it is expected to generate around 2.5 million kWh annually, reducing CO₂ emissions by 3,100 tonnes per year.

Our social impact in numbers

€39 million

donated to humanitarian support since 2022

10,000

children participated in the “Come On, Let’s Play” programme since 2018



Case study

Come On, Let's Play!

“Come On, Let's Play!” is one of our long-standing social initiatives, delivered in partnership with FC Shakhtar Donetsk to create safe and inclusive spaces for children's physical activity across Ukraine. Despite the continued challenges facing frontline and de-occupied communities, the programme remained fully operational throughout 2025, providing consistent support at a time when stability and social connection were especially important.

During the year, activities were conducted on 17 football grounds in regions where DTEK operates and a further seven grounds in other parts of Ukraine. In 2025, the programme engaged 1,304 children including girls, boys, children with disabilities and children from internally displaced families, ensuring equal access to all. On top of regular training, local tournaments and coach development activities, the programme also introduced psychosocial support measures to help children navigate war-related challenges.

Bringing together more than 100 young players from 10 Ukrainian communities, the national children's football tournament held in August created a space for connection, teamwork and joy at a time when many children continue to live with the effects of war. The event supported wellbeing and resilience and reflected the wider impact of the programme in helping to build healthier, more inclusive and more connected communities.





Governance action





Our framework for good business

Strong governance and robust compliance are the foundation of DTEK’s approach to business conduct. Operating in a complex and high-risk environment, we depend on clear ethical standards, transparent decision-making and effective internal controls to protect our business, our people and our shareholders.

Our corporate governance system provides structured oversight of all critical functions through the Supervisory and Management Boards and their Committees.

DTEK’s Compliance Function safeguards the company against business risks. It identifies emerging risks in DTEK’s day-to-day operations, develops mechanisms to mitigate them, and promotes ethical business conduct.

Both our governance and compliance systems are built in accordance with best practices and internationally recognised standards, including ISO 37301 for compliance management and ISO 37001 for anti-bribery management. This helps ensure our policies and procedures meet global expectations.

Our Ethics and Business Conduct Code sets the rules and principles that influence employee behaviour, guided by DTEK’s mission, vision and corporate values. The Code helps employees make the right decisions and fosters a culture grounded in integrity, accountability and respect across the Group.

Business conduct material topics

ESG	Topic	Sub-topic
GOVERNANCE	Business conduct	Corporate culture
		Corruption and bribery

Business conduct KPIs

We monitor our business conduct through the following Group-level key performance indicators (KPIs):

Topic	KPI
Business conduct	Supervisory board meetings where ESG topics are covered (%)
	Fines resulting from corruption or bribery violations (million euros)
	Employees from high-risk functions completed anti-corruption and bribery training (%)



Upholding high standards of corporate governance

Governance continued to provide a strong foundation for stability, resilience and strategic progress throughout the year. By enhancing oversight, strengthening diversity and embedding ESG considerations into Board discussions, we reinforced a governance framework designed to meet the demands of a complex and evolving energy system. This framework supports sustainable value creation and helps ensure DTEK can deliver long-term resilience, accountability and broader societal value.

Focus on operational resilience

In 2025, the war in Ukraine and continued attacks on energy infrastructure kept operational resilience at the centre of our governance agenda. Our Supervisory and Management Boards focused heavily on risk management, emergency planning and business continuity. As teams on the ground worked to protect and restore critical assets, our governance bodies helped ensure that decisions were taken quickly, responsibly and in line with DTEK's strategic direction.

The Supervisory Boards and their Committees were instrumental in reviewing high-risk scenarios, strengthening internal controls and guiding strategic responses to a rapidly shifting geopolitical and operational environment. In doing so, our corporate governance framework enabled DTEK to provide light, heat and essential energy services to millions of Ukrainians, while continuing to advance key investments and transformation projects critical to the company's future.

Promoting diversity and inclusion

We adopted a Diversity and Inclusion policy, which sets out the goal of achieving at least 33% representation of both men and women on the Management and Supervisory Boards of each DTEK business by 2030. This commitment supports more diverse and balanced governing bodies in line with European standards, while also helping to foster a more inclusive culture where different perspectives strengthen decision-making and oversight.

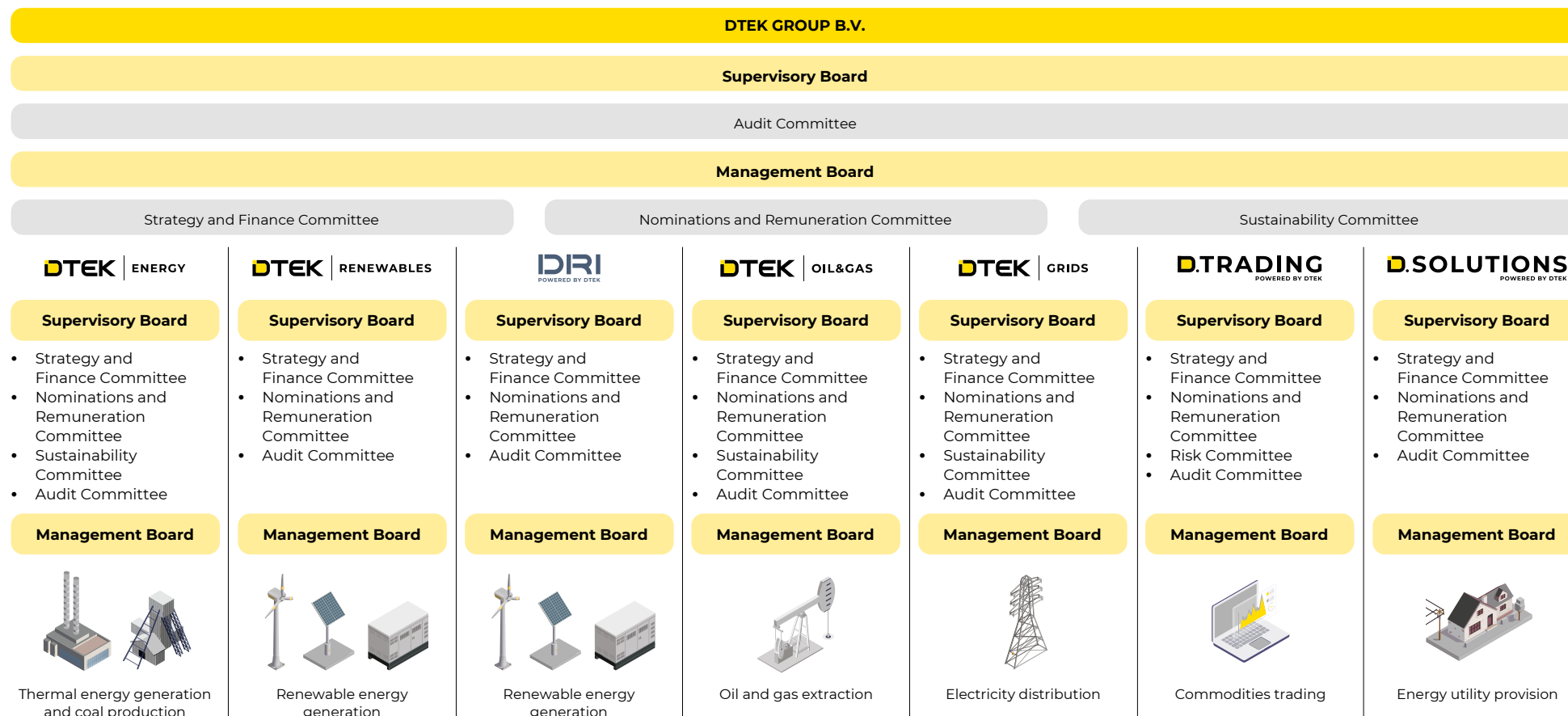
Integrating ESG into governance

We also continue to strengthen the integration of ESG at the highest level of governance across DTEK. To support this, we introduced a new KPI to track Supervisory Boards' engagement on ESG topics. This helps provide more systematic oversight and strengthens alignment with future European disclosure requirements.



DTEK Group corporate governance system

The corporate governance system of DTEK Group is built in accordance with international best practices. Our Supervisory and Management Boards and Committees provide expert guidance, decision-making and management on all business-critical matters.





Ensuring effective compliance

In 2025, DTEK strengthened the practical application of its compliance framework, turning the Group's commitments into tangible actions across training, risk management and international collaboration.

Compliance training: key achievements

Anti-corruption training was a key focus during the year. DTEK's Compliance Function launched a Group-wide anti-corruption learning campaign consisting of online courses for all employees and targeted in-person sessions for high-risk functions and senior leaders. More than 12,600 employees completed the general compliance and ethics course, while over 5,600 employees in high-risk roles completed the advanced anti-corruption course, resulting in an overall completion rate of 95%.

Global partnerships and integrity initiatives

Alongside internal capability building, DTEK continued to work with the UN Global Compact Network on anti-corruption initiatives. Building on an existing jointly developed Ukrainian language video course, in 2025 the Compliance Function and UN Global Compact Ukraine adapted the content for an English speaking audience to broaden the course's international reach. The course has now been completed by over 100,000 employees across Ukraine, helping to address corrupt practices at scale.

Throughout the year, DTEK also expanded its international engagement by participating in major integrity platforms:

- At the OECD Global Anti-Corruption & Integrity Forum, DTEK's Compliance Function contributed to discussions on how digital tools and AI can increase the reach and effectiveness of anti-corruption measures.
- At the Siemens Integrity Initiative Conference, hosted by the UN Global Compact, we shared our experience of scaling collective anti-corruption action.
- We also took part in the World Economic Forum's Gathering of Good Governance Communities, engaging with international leaders on how to build governance systems resilient to geopolitical shocks, regulatory change, and digital transformation.

Strengthening controls through risk assessment

We also advanced our corruption risk management framework, focusing on the assessment of business processes. A detailed corruption risk assessment, verified by EY, was conducted to identify business practices vulnerable to corruption and provide recommendations for mitigation. The results were integrated into DTEK's compliance programme and will help strengthen internal controls and procedures across the Group.

Compliance training in numbers

12,600

employees completed compliance and ethics training

5,600

employees from high-risk functions completed advanced anti-corruption training





Case study

DTEK at COSP11: UN Convention against Corruption

In December 2025, DTEK was chosen as one of a small number of companies globally to join the UN Private Sector Platform, launched at the eleventh session of the Conference of the States Parties (COSP) to the UN Convention against Corruption (UNCAC), the world's largest anti-corruption forum. In this role, DTEK will represent Ukraine in discussions shaping global integrity standards.

The invitation reflects DTEK's long-standing commitment to compliance, transparency and alignment with European standards, as well as our active role in promoting responsible business practices in Ukraine and globally. Through the Platform, DTEK's Compliance Function will work alongside compliance leaders from other jurisdictions and top multinational companies to develop AI-driven tools, provide guidance and promote business integrity across global markets.

This recognition underlines the importance of transparent and responsible business in Ukraine's recovery and highlights DTEK's contribution to that effort.











I'm incredibly proud that DTEK has been invited to join this global initiative to fight corruption. Our participation reflects our firm commitment to integrity and transparency and our zero tolerance of corruption. These principles are the foundations on which Ukraine's recovery is being built.

Maxim Timchenko
DTEK CEO



Working with our stakeholders

As an integrated energy company working across Europe, we have many different stakeholders, both internal and external. Our stakeholders are vital for helping us create value as a business and we in turn aim to generate value for them through our operations. For this reason, stakeholder engagement is very important at DTEK and we engage with key groups regularly to understand their views and build positive working relationships.

Stakeholders	Examples	How we engage	Purpose of engagement
 Employees	Energy workers, office workers, leadership and management teams	Internal newsletters, leadership webinars, professional development conversations, employee satisfaction surveys	Ensuring employee wellbeing and inclusion, supporting professional development, building positive corporate culture
 Customers	Individuals, small, medium and large businesses, government and public organisations	Customer information and guidance, customer service centre, customer satisfaction surveys	Ensuring customers are appropriately informed, addressing concerns, providing a responsible service, enhancing customer satisfaction
 Local communities	Individual residents, local businesses, civil society bodies	Official correspondence, public consultations, social partnership projects	Ensuring communities are appropriately informed, addressing concerns, supporting local initiatives, enhancing community services
 Partners	Manufacturers, developers, utility companies	Direct collaborations, industry events, due diligence	Growing business opportunities and shareholder value, building responsible partnerships, supporting the energy transition
 Investors	International financial institutions (IFIs), multilateral funding organisations, green investment funds and commercial banks	Direct investor relations dialogue, ESG ratings, investor presentations, industry events	Attracting investment, understanding investor expectations, supporting the energy transition
 Government & policymakers*	MPs and government officials (Ukraine and international), international policymakers, embassies	High level meetings (bilateral, round tables, discussions, conferences), working groups, international platforms, industry events	Strategic partnerships, attracting investment for the Ukrainian energy sector, building energy security, market integration, enhancing reputation
 NGOs	International advocacy organisations, think tanks, charitable organisations	International events, direct engagement	Awareness of industry standards and best practices, collaboration on sustainability goals
 Industry institutions	Ukrainian, European and international business associations, research organisations, energy standards boards, analysts and advisors	Active participation in business associations, contribution to position papers, workshops and knowledge sharing, industry events	Awareness of industry standards and best practices, technology and innovation exchange, support for energy market reforms, policy and regulatory alignment

* DTEK is a signatory of the EU Transparency Register. All engagement with government and policymakers is conducted in alignment with lobbying legislation within each geographic location.



Advisory Council

The Advisory Council plays an important role in providing strategic external insight to our CEO and senior management. Made up of globally recognised public and private sector leaders, the Council offers broad expertise across governance, sustainability, political engagement, financing and external partnerships. Its role is to help shape policy and strategy and ensure DTEK adheres to the highest standards of governance.

In 2025, Advisory Council discussions focused on the geopolitical landscape, Ukraine's economic outlook and reconstruction financing, and the impact of global trade and tariff dynamics. Particular attention was given to the energy sector as a core pillar of Ukraine's resilience and future growth, alongside the importance of governance and compliance frameworks. The Council also reinforced the critical role of partnerships and investments in Ukraine's energy sector, highlighting the need for supportive conditions such as market-based reforms and risk insurance mechanisms to attract and sustain international investment.



Geoffrey Pyatt

Chairman of DTEK Advisory Council,
Former US Assistant Secretary of State for Energy Resources

Specialist areas: strategy, energy, Europe, US business

Ambassador Pyatt brings over 35 years of expertise in diplomacy and energy policy. As the Assistant Secretary of State for Energy Resources from 2022 to 2025, he led US diplomacy to bolster Ukraine's energy resilience and counter Russia's weaponisation of energy resources. Ambassador Pyatt was instrumental in securing energy security partnerships and critical mineral agreements with allies.

From 2013 to 2016, he served as the US Ambassador to Ukraine, working as America's top diplomat in the country during the Revolution of Dignity (Maidan Revolution) and the subsequent Russian invasion in 2014. From 2016 to 2022, he served as US Ambassador to Greece.





Anders Åslund
Economist

Specialist areas: macroeconomics, good governance

Specialist on economic policy covering Ukraine and Eastern Europe, as well as Russia. Åslund is a Senior Fellow at the Stockholm Free World Forum and teaches at Georgetown University in the US. He was Resident Senior Fellow at the Atlantic Council's Eurasia Center and has worked at the Peterson Institute for International Economics, the Carnegie Endowment for International Peace and the Brookings Institution. In addition, Åslund has served as a Swedish diplomat in Kuwait, Poland, Geneva and Moscow. He earned his doctorate at Oxford University.



Miriam Maes
Senior Energy Sector Executive

Specialist areas: sustainability and energy transition, business development

Co-Chair of the Energy Transition Forum and former Chair of the Sustainability Committee of Urenco, an international supplier of enrichment services for nuclear power utilities. Maes has enjoyed a career at the top of the energy industry, including Chair of the Board at Euronext-listed ELIA, the Belgian and German transmission system operator, and COO of non-regulated distribution networks of EDF in the UK. In addition, she has been an Advisor to the UK Department for Energy and Climate Change, and a Senior Fellow on the Climate and Energy Program of the German Marshall Fund of the United States.



Pascal Lamy
Former Director General of the World Trade Organization (WTO)

Specialist areas: international trade and economics, good governance

Served two terms as Director General of the WTO and is a board member of Transparency International France. Lamy was Jacques Delors' chief of staff when he was President of the European Commission and his Sherpa at the G7. He is Vice President of the Paris Peace Forum, European Chair of Brunswick Group, and Coordinator of the Jacques Delors Institutes (Paris, Berlin, Brussels). He has received the title of Doctor Honoris Causa from eight universities.



Kuninori Matsuda
Former Ambassador of Japan to Ukraine

Specialist areas: Asian and Japanese affairs, business development, investments

A seasoned career diplomat, including roles as First Secretary at the Embassy of Japan in the United States, Director of the Overseas Public Relations Division at the Ministry of Foreign Affairs (MOFA), Minister and Deputy Head of Mission at the Embassy of Japan in Israel, Consul General of Japan in Detroit, Consul General (and Ambassador) of Japan in Hong Kong, and Ambassador Extraordinary and Plenipotentiary to Pakistan.



Pierre Heilbronn
Former Special Envoy of the President of France for Ukraine's Relief and Reconstruction

Specialist areas: economic policy, reconstruction finance, European integration

Pierre Heilbronn is a senior French public official, economist and *Inspecteur général des finances*. From 2023 to 2025, he served as Special Envoy of the President of France for Ukraine's Relief and Reconstruction, coordinating France's engagement in support of Ukraine's recovery and reconstruction. Previously, he served as Vice-President of the European Bank for Reconstruction and Development (EBRD) and held senior positions within the French government and European institutions. In 2026, he became Chair of the Board of the Ukraine Cultural Heritage Fund. He teaches at Sciences Po and serves as Scientific Director of the programme *Europe in the World*.



Sustainability governance at DTEK

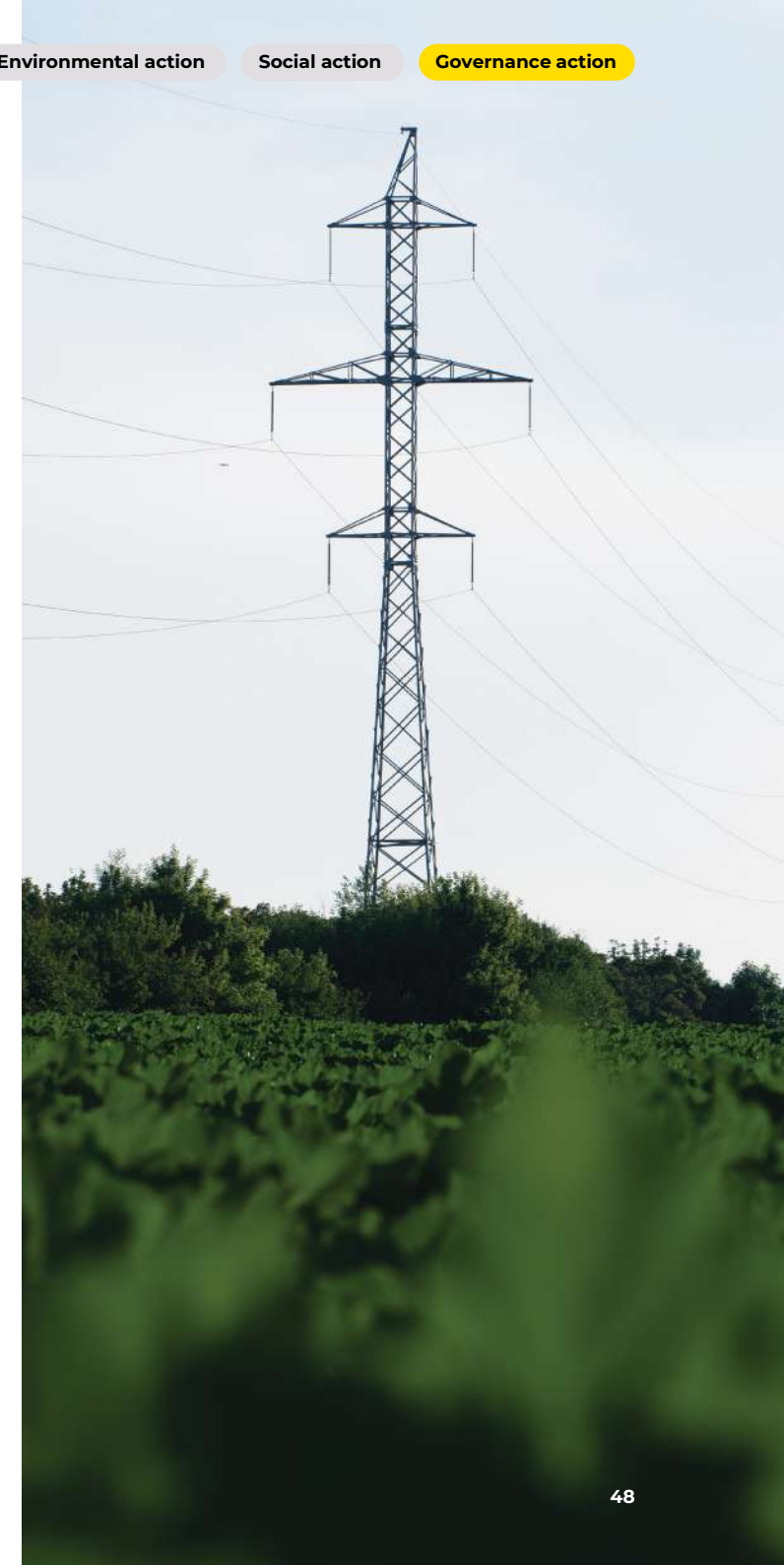
DTEK's sustainability governance combines executive leadership, Board-level oversight and business-level delivery. This structure helps ensure that sustainability is embedded across the Group and informs strategic decisions, risk management and operational performance.

Our Chief Sustainability Officer (CSO), Jeff Oatham, provides strategic direction on sustainability across the Group and our businesses. Appointed in 2024, he is responsible for driving the integration of environmental, social and governance considerations into strategy, governance processes and day-to-day management. He reports directly to Group CEO, Maxim Timchenko, ensuring sustainability is considered at the highest level of decision making.

The CSO is supported by a core Group sustainability team and sustainability leads within each business. This structure enables a consistent approach across DTEK while allowing priorities to be applied in ways that reflect the operational realities of different businesses.

Overall accountability for sustainability sits with the Sustainability Committee of the Group Management Board. The Committee guides the development and implementation of the Group's sustainability strategy and oversees sustainability initiatives and actions across the business. It monitors sustainability impacts, risks and opportunities, reviews policies and procedures and provides recommendations to the Management Board on sustainability issues.

At the business-level, sustainability governance is also supported by sustainability committees within DTEK Energy, DTEK Grids and DTEK Oil&Gas. These bodies monitor, evaluate, advise and make recommendations to their respective Supervisory Boards on sustainability issues. This helps support a consistent approach across the Group while recognising the specific context of each business.



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