Investing for the Future of Oman
DIVERSIFIED INVESTMENTS
ECONOMIC GROWTH
STRONGER COMMUNITIES
WORKFORCE EMPOWERMENT
Oman Oil Company was incorporated in 1996 to pursue investment opportunities in the energy sector both inside and outside Oman. Through participation in energy and energy related projects, the Company plays an important role in the Sultanate’s efforts to diversify the Omani economy and to promote Omani and foreign private sector investment.

OOC’s Vision is to be a significant part of a strong and integrated economy in Oman, diversified both across industry sectors and geographically (domestically and internationally), which makes optimal use of Oman’s natural resources, workforce and geostrategic location.

In line with Oman’s Vision 2020, OOC is committed to sustained development through diversified investments, economic growth, building stronger communities and empowering Oman’s workforce.

The Company’s mandate

- Developing and investing in profitable businesses within Oman & internationally
- Creating meaningful employment in Oman
- Maximising value from Oman’s resources
- Growing talented business leaders & professionals
Diversified Investments

OOC’s strategy is firmly focused on delivering shareholder value while contributing to the long term sustainable development of the Omani economy.

Further, every investment in Oman has the potential for generating In Country Value and material GDP contribution.

OOC’s diversified portfolio span 7 sectors throughout the entire hydrocarbon and energy related value chains, managed within 3 strategic business units (SBUs).
**Upstream**

The Upstream SBU manages OOC’s exploration and production assets through the Oman Oil Company Exploration & Production (OOCEP) subsidiary. This includes both operated and non-operated assets. The majority of the assets are within Oman, with 2 key investments in early stages of development in Kazakhstan. OOCEP’s strategy is to build capabilities to develop and operate unconventional hydrocarbon resources in Oman.

OOC upstream investments are managed through the OOCEP subsidiary. OOCEP’s activities combine the management of investments in non-operated joint ventures in Oman and abroad, as well as operatorship of upstream assets and service/midstream businesses in Oman.

**Assets**

- Abraj Energy Services
- Block-42
- MGP
- Abu Tabul
- Service Contract in Rima Small Fields
- Service Contract in Karim Small Fields
- Oil Exploration and Production in Mikhayznah Concession
- Block 61
- The Pearls - Oil Exploration in Caspian Offshore Concession
- Oil Exploration in Dunga Concession

**Downstream**

The Downstream SBU manages OOC’s investments in the Refining and Petrochemicals sector. The Downstream SBU is working to implement the TOM strategy consisting of three elements: Technology, Oman and Markets. Through strategic acquisitions and partnerships with specialised companies, OOC will bring the latest technology and know-how, leverage Oman’s geo-strategic location on international trade lines, and boost access to emerging markets in Asia and Africa. Through TOM, OOC aims to transform Oman from a regional player into a major hub in the global chemical industry.

**Refining and Marketing**

OOC’s refining and marketing assets serve three strategic purposes. First, they fulfill local demand for refined products to be used as fuels; second, they provide the building blocks for the development of an integrated petrochemical industry within Oman; and third, through minority investments in key countries, they aim to promote Omani products, both raw hydrocarbons as well as processed materials such as petrochemicals, to new markets.

**Assets**

- Oman Oil Marketing Co. S.A.O.G (Omanoil)
- Oman Oil Refineries and Petroleum Industries Company (ORPIC)
- Qingdao Lidong Chemical
- Bharat Oman Refineries Limited (BORL)
- MOL Hungarian Oil and Gas Company
Petrochemicals

OOC’s Petrochemical assets within Oman aim to use local feedstock to develop downstream industries. While OOC’s investment in the petrochemical sector in Oman has been limited to 2 assets, both of which use local natural gas as feedstock, it has ambitious plans based on the TOM strategy to transform Oman into a major global player in the petrochemical landscape by developing a downstream petrochemical complex in Duqm using feedstock from the new refinery there. To that end, OOC acquired OXEA in 2013 whose technology will be used to produce oxo-alcohols and derivatives in Duqm.

**Assets**

- OXEA S.a.r.l
- Salalah Methanol Co. (SMC)
- Oman India Fertilizer Co. (OMIFCO)
- PerPETual

Energy Infrastructure

OOC’s assets in the Energy Infrastructure serve two strategic purposes. Local assets aim to create synergies between upstream hydrocarbon production and downstream hydrocarbon processing and refining, by providing storage and transportation services between supply and demand. International assets aim to enhance OOC’s capabilities in the midstream energy sector in new value-added services such as LNG regasification terminals, while providing stable and diversified returns.

**Assets**

- Oman Gas Company (OGC)
- Oiltanking Odfjell Terminals & Co. (OOT)
- Qingdao Lixing Logistics Company Ltd
- GNL Quintero S.A (GNLQ)
- REN - Redes Energéticas Nacionais, SGPS, S.A
- Compañía Logística de Hidroaburos S.A (CLH)
- Planta de Regasificación de Sagunto S.A
- Enagás S.A

Emerging

The Emerging SBU manages OOC investments across the wider energy sector. These include energy infrastructure, shipping and trading, power generation, and metals and mining. The Emerging SBU’s strategy is to diversify OOC’s income away from hydrocarbon value chains by providing stable returns while generating employment opportunities for Omaniis and building capabilities.

**Assets**

- Sohar Aluminium Company L.L.C.
- Vale Oman Pelletizing Company L.L.C.
- BlackRock Metals Inc.

Metals and Mining

OOC Assets in the Metals sector in Oman serve to create meaningful domestic employment while providing significant opportunities for economic multiplier effects. The energy-intensive metals industry takes advantage of Oman’s natural energy resources to meet local and regional demand for metal products. OOC’s Mining strategy aims to secure supplies from international sources for local metals projects.

**Assets**

- Sohar Aluminium Company L.L.C.
- Vale Oman Pelletizing Company L.L.C.
- BlackRock Metals Inc.
Shipping and Trading

OOC’s assets in the Shipping and Trading segment provide further integration of the value chain by marketing and transporting local products to international clients.

**Assets**
- Oman Trading International (OTI)
- Gulf Energy Maritime (GEM)
- Oman Shipping Company (OSC)

Power

OOC’s investments in the Power Generation Sector aim to enhance its capabilities in developing and operating power plants. Through further international investments OOC aims to acquire technology and expertise that shall be deployed in Oman and help meet increasing domestic demand for power.

**Assets**
- Orient Power Company Limited (OPCL)
- GS Electric, Power and Services (GS EPS)

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Takamul

Takamul Investment Company was incorporated in 2008 to develop sustainable investments in Oman that complement OOC’s value chains and support the Sultanate’s thriving industrial sector. The company’s primary objective is to promote and invest in economically viable and value-added projects that feed off local industries in the chemicals, metals and minerals sectors. An innovative move saw the inclusion of industrial support services providing deeper integration across Takamul’s portfolio; and in 2013 Takamul began initiatives aimed at driving the creation of industrial SMEs.

At the end of 2013, Takamul’s total equity investment stood at OMR 120m (US$ 312m), while its project companies employed a total of 778 employees. Takamul has already invested in about OMR 270 million worth of projects by end of December 2013.

**Assets**
- Oman Aluminum Processing Industries LLC (OAPIL)
- Oman Aluminum Rolling Mill LLC (OARC)
- Galvanized Specialty Steel Industries LLC (GSSI)
- Salalah Methanol Company LLC (SMC)
- Sohar Sulphur Fertilizers LLC (SSF)
- Muscat Gases Company SAOG (MGC)
- United Facilities Management LLC (UFM)
- Refraco Middle East LLC (Refraco)
- Urea Distribution
- Centralized Utilities Company LLC (CUC)
- Majan Ferrochrome LLC
- Aluminum Coil Coating Line (ACCL)
- Oman Industrial Chemicals LLC
- Oman International Petrochemical Industries Company LLC (OMPET)
- Oman Tank Terminal Company LLC (OTTCO)
- Duqm Management and Services LLC
- Sohar Paper Core
Investment Breakup

By Geography

- Oman
- Germany
- Hungary
- Spain
- Kazakhstan
- India
- Portugal
- Chile
- UAE
- China
- South Korea
- Pakistan
- Canada

By Sector

- Exploration & Production
- Petrochemicals
- Energy Infrastructure
- Refining & Marketing
- Metals
- Shipping & Trading
- Power

DIVERSIFIED INVESTMENTS
ECONOMIC GROWTH
STRONGER COMMUNITIES
WORKFORCE EMPOWERMENT
Our Portfolio

EXPLORATION AND PRODUCTION
1. Dunga Concession (OOCEP)
2. Caspian Offshore Concession (OOCEP)
3. Abu Tubul - Block 60 (OOCEP)
4. Mikhayznah (OOCEP)
5. Karim (OOCEP)
6. Rima (OOCEP)
7. Musandam Gas Plant (OOCEP)
8. Block 42 (OOCEP)
9. Abraj Energy Services (OOCEP)
10. Khazzan - Block-61 (OOCEP)

REFINING & MARKETING
11. Qingdao Lidong Chemical Co
12. MOL Hungarian Oil and Gas Company
13. Bharat Oman Refineries Limited (BORL)
14. Mina Al Fahal Refinery (ORPIC)
15. Sohar Refinery (ORPIC)
16. Polypropylene Plant (ORPIC)
17. Aromatics Plant (ORPIC)
18. Oman Oil Marketing Co. (Omanoil)
19. Duqm Refinery and Petrochemical Industries Company

PETROCHEMICALS
20. OXEA S.a.r.l
21. PerPETual Global
22. Oman India Fertiliser Company
23. Salalah Methanol Co
24. Sohar PTA/PET (OMPET)
ENERGY INFRASTRUCTURE
25 GNL Quintero S.A (GNLQ)
26 Qingdao Lidong Logistics Company Ltd.
27 Oiltanking Odfjell Terminals & Co.
28 Oman Gas Company
29 Project Markaz (OTTCO)
30 Duqm Petroleum Terminal Company
31 Redes Energéticas Nacionais, SGPS, S.A
32 Compañía Logística de Hidrocarburos (CLH)
33 Planta de Regasification de Sagunto
34 Enagas

METALS
35 BlackRock Metals Inc.
36 Sohar Aluminium Company
37 Vale Oman Pelletizing Company
38 Takamul Investment Company

SHIPPING AND TRADING
39 Oman Shipping Company
40 Gulf Energy Maritime
41 Oman Trading International

POWER
42 Musandam Power Company
43 Orient Power Company Limited
44 GS Electric, Power and Services
This map is not an authority on Administrative Boundaries.
<table>
<thead>
<tr>
<th>MUSCAT</th>
<th>OOC Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oman Gas Company</td>
<td>100%</td>
</tr>
<tr>
<td>Oman Oil Refineries and Petroleum Industries</td>
<td>25%</td>
</tr>
<tr>
<td>Oman Shipping Company</td>
<td>20%</td>
</tr>
<tr>
<td>Takamul Investment Company</td>
<td>95.5%</td>
</tr>
<tr>
<td>Oman Oil Marketing Company</td>
<td>49%</td>
</tr>
<tr>
<td>Oman Oil Company Exploration &amp; Production</td>
<td>100%</td>
</tr>
<tr>
<td>Innovation Development of Oman Holding Company</td>
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</tr>
<tr>
<td>TAKATUF</td>
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</table>

<table>
<thead>
<tr>
<th>SOHAR</th>
<th>OOC Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oiltanking Odfjell Terminals</td>
<td>25%</td>
</tr>
<tr>
<td>Sohar Aluminium Company</td>
<td>40%</td>
</tr>
<tr>
<td>Vale Oman Pelletizing Company</td>
<td>30%</td>
</tr>
<tr>
<td>Oman Oil Refineries and Petroleum Industries</td>
<td>25%</td>
</tr>
<tr>
<td>Oman International Petrochemical Industries Company</td>
<td>50%</td>
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<thead>
<tr>
<th>SUR</th>
<th>OOC Share</th>
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<tbody>
<tr>
<td>Oman India Fertiliser Company</td>
<td>50%</td>
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</tbody>
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<table>
<thead>
<tr>
<th>SALALAH</th>
<th>OOC Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salalah Methanol Company</td>
<td>90%</td>
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<table>
<thead>
<tr>
<th>MUSANDAM</th>
<th>OOC Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>Musandam Power Company</td>
<td>70%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OOCEP PROJECTS</th>
<th>OOC Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>KARIM</td>
<td>25%</td>
</tr>
<tr>
<td>MIKHAYZNAH</td>
<td>20%</td>
</tr>
<tr>
<td>RIMA</td>
<td>25%</td>
</tr>
<tr>
<td>KHAZZAN (BLOCK 61)</td>
<td>40%</td>
</tr>
<tr>
<td>ABU TUBUL (BLOCK 60)</td>
<td>100%</td>
</tr>
<tr>
<td>MUSANDAM GAS PLANT</td>
<td>100%</td>
</tr>
<tr>
<td>BLOCK 42</td>
<td>100%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OOCEP SUBSIDIARY</th>
<th>OOC Share</th>
</tr>
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<tbody>
<tr>
<td>Innovations</td>
<td>100%</td>
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</table>
The Duqm Special Economic Zone (SEZ) has been envisioned as the place that will balance regional development by energizing the Al Wusta governorate in addition to diversifying sources of national income, creating job opportunities for Omanis, promoting re-exports and transferring modern technologies to Oman.
Oman Oil Company is proud to be a major contributor to the development of Duqm SEZ, with over USD 15 billion worth of projects under development or consideration. Expected to become operational over the next 3-4 years, the first wave of OOC projects shall play a significant role in Oman’s long term economic growth.
CSR Programmes

OOC is delivering on its promise to support community development with targeted CSR programmes. The company is harnessing the power of business to achieve sustainable economic, social and environmental development across the Sultanate.
Winning awards for winning initiatives

With a proven track record of award-winning achievements on both the business and CSR fronts, OOC was awarded the Sultan Qaboos Award for Voluntary Work in the corporate category in 2013. The win acknowledged the company’s continuous efforts to support CSR initiatives that elevate the quality of life in communities across the Sultanate. The prestigious award was launched to encourage and underscore the role of voluntary work in serving as a de facto partner in Oman’s sustainable social development. It also encourages a spirit of constructive competition in serving the community and boosting a sense of social responsibility on a national level.

Leading CSR with a passion for people

As a responsible corporate citizen, OOC is dedicated to contributing more to a robust Omani economy through investing and advancing local communities. Social commitment is a key element of the company’s strategy to develop targeted sustainable programmes to elevate the quality of people’s lives. This is achieved through the responsible conduct of business and voluntary outreach, bringing direct and tangible benefits to the communities where the company operates.


Training for employment

Implemented in partnership with the Oman Society for Petroleum Services (OPAL), the programme provides employment opportunities for Omani talent and grooms them with technical and vocational skills to meet the needs of prospective employers. With an array of professionally recognised certifications designed to help the students enter the job market and guarantee a solid career path, participants are paired with mentors at local training institutes and reputable organisations for six months of training. As of December 2013, 150 Omani students successfully completed eight ‘Training for Employment’ programmes.
Entrepreneurship and SME Support

Fostering leadership development across Oman, OOC is grounded in the belief that investment in entrepreneurs will help build a promising future. The Company partners with organisations that address education and employability requirements of local talent to thrive and contribute to the national economy. Two main initiatives to support SMEs include the Sharikati and Ghaytuh programmes.

Sharikati

OOC signed an agreement with Injaz Oman to support the implementation of the Sharikati programme in Sultan Qaboos University and Higher College of Technology in 2013. 26 OOC employees volunteered over 1,000 community work hours to support Injaz Oman in introducing students to company setup procedures. The training focused on how to start a company with all associated business activities, and it benefited more than 280 students.

Ghaytuh

The youth entrepreneurship programme Ghaytuh is an initiative developed by OOC in partnership with the National Centre for Career Guidance. It is designed to help school students build their entrepreneurship skills and develop original business ideas. In its pilot year in 2012, 80 school students participated in full-month training in Muscat, while, in 2013, the programme expanded to cover Nizwa and Sohar with over 250 participants including students with disabilities. The training consisted of four pillars focusing on general business knowledge, practical training in a number of selected occupations, products and services development, as well as, marketing and sales skills.

Capacity Building

As part of OOC’s commitment to support the development of human capital in Oman, the company invests in training and offering educational opportunities for Omani youth to build the local economy and further improve the workforce. Through dedicated educational workshops, capacity building is a significant addition to the company’s CSR agenda. It develops local consultants that are trained to build sustainable business chains. The capacity building programmes include Qudrat, My Job My Oath, Outward Bound Oman initiative and Al Wafa Social Centre diplomas.
Qudrat

The youth social responsibility project had participants undergo a course of structured lectures and presentations providing strategic planning, communications and advocacy skills to effectively contribute to the workforce. This programme focuses on building capacity, as well as instilling the values of volunteerism.

My Job My Oath

This is a one day awareness workshop conducted in a number of Governorates to build the capacity of people who recently joined the private sector and shed light on their role in building the nation. The programme covers topics related to career development, principles of a healthy work environment, increasing work productivity and Omani labour laws. More than 800 Omanis have benefited from the programme over the last two years.

Outward Bound Oman

OOC has been supporting Outward Bound Oman since 2012. The programme is designed to offer students exposure to key professional skills required by employers in Oman, ensuring they are well prepared to meet the needs of the market. Outward Bound Oman acts as a bridge between the world of education and the world of employment.

Special Education Diploma for Al Wafa Social Centre

OOC partnered with the Ministry of Social Development to support 21 special education diploma grants at Sultan Qaboos University. The two-year programme is offered to women working at Al Wafa Social Centre, who work closely with persons with disabilities. The programme witnessed its first graduation batch in September 2014.
Takatuf Oman

Takatuf was created in 2010 as a unit within OOC to fulfill OOC’s current and future human capital requirements. In a very short time, Takatuf has positioned itself as a leader in providing strategic HR solutions both in terms of HR policies and practices as well as in delivering training and development programmes. Based on that success, Takatuf was spun off as a separate business entity in 2013 to act as a platform to bridge the gap between industry and academia, based on four pillars: Human Capital – Assuring that clients recruit the best candidates and that they have the right HR policies in place to retain them; Talent Development – Providing client’s talent pipeline with qualified experts; Takatuf Scholars - Supporting the success of Oman’s students in this new 21st century of learning, and so preparing them for personal and professional success; In-country Value – Offering guidance to develop the Sultanate’s economy to benefit the country’s people and businesses.
Takatuf’s passionate and committed team works hard to achieve results. Here is a highlight of major achievements so far:

**Human Capital**

- Takatuf’s Assessment Centre is unique in Oman and serves 80% of OOC companies, and it is also attracting attention from outside.
- Takatuf closely supports the Duqm Human Capital requirements.
- Takatuf developed a number of services in Human Capital which are used by the subsidiaries such as Compensations & Benefits, policies & procedures, talent management frameworks, etc.

**Talent Development**

- Takatuf is building along with world class partners 2 training centers with a total capacity of 1,300 students per year, covering technical and engineering skills.
- Around 1,000 professionals attended Takatuf learning programmes launched in partnership with international credited entities, like London Business School and RBL Group.

**In Country Value**

- Developed an ICV framework and built unique understanding.
- Created awareness within the OOC Group.
- Identified Human Capital and supply chain opportunities for OOC and Oman.
- Supporting Ministry of Oil and Gas Project Management Office.

**Scholarships**

- A unique scholarship programme was developed from the start and is now recognized in Oman.
- Since 2012 over 2,000 Omani students were tested, 267 were sent to the summer residential programme, and 34 received international scholarships.
- A wide network of sponsors and international universities and schools were developed.
- Takatuf is enabling learning and education as engines of growth and prosperity for OOC & Oman.
Takatuf Significant Initiatives

HR Academy

The first-of-its-kind programme in the region designed to accelerate the development of leaders and their HR professionals. The HR Academy, in its pilot year, has developed the competencies of 49 decision-makers; conducted in partnership with the RBL Group, led by Professor Dave Ulrich, the global HR management guru.

Competency Management System

The development of competency frameworks for OOC group company employees results in the development of well-structured Individualised Development Plans. These plans help focus on areas for training and development and accelerate the time to autonomy for employees. Implementation projects have been completed at OOC, OOCEP, and Abraj Energy so far; while it is also scheduled to implement the same at other subsidiaries including Duqm projects.

Essentials of Management Programme

The Essentials of Management Programme aims at developing essential skills of newly appointed supervisors to enable them to lead their teams better and progress through the leadership ladder. It includes topics related to management of resources, teams’ productivity and project planning. About 40 employees from OOC member companies joined the programme during 2014.

Takatuf Scholars

Takatuf is enabling learning and education as engines of growth and prosperity for OOC & Oman. It is designed to prepare Oman’s most talented young people for personal and professional success. Since 2012, over 2,000 Omani students were tested, 267 were sent to the summer residential program, and 34 received international scholarships. A wide network of
Takatuf Petrofac Oman

Takatuf Petrofac Oman (TPO) aims at changing the face of technical training in Oman. Through a partnership with Petrofac, a world leading training provider, TPO will introduce state-of-the-art training facilities and internationally accredited programmes delivered by highly qualified instructors, with an initial capacity of 1000 trainees. Construction on the project is expected to commence in 2015 after completion of engineering designs.

Competency Development Centre

The centre aims to fill a critical gap in current training capacity in Oman by training competent upstream engineers. Through a partnership with Schlumberger, a leading company in training upstream engineers, the centre will be equipped with the state-of-the-art training facilities with a capacity of 360 trainees. Construction on the project is expected to commence in 2015 after completion of engineering designs.

Takatuf Assessment Centre

The centre provides assessment counseling and solutions to support Oman Oil Group of Companies in making recruitment decisions or developing the Human Capital to hire or human capital development to increase the institutional capacity. Such solutions include interviews and aptitude and personality (psychometric) practice tests. Assessment tools used by the centre should be reliable, valid, applicable in both English/Arabic and used by global institutions. The centre consists of a group of qualified professionals able to apply these tools.