OQ - Company presentation
Omani State-Owned Company
Started in 1996 (Oman Oil Company) & 1982 (Oman Refinery Company)

- **Portfolio Size**: 16
  - Oil and gas fields - 155,000 barrels per day
- **EBITDA**: $2.3 B
- **Investments**: 54
- **Omani State-Owned Company**
  - Started in 1996 (Oman Oil Company) & 1982 (Oman Refinery Company)
  - 2000+ Customers in 60+ countries
  - 6,200 Employees
  - Portfolio of 35+ products

9 companies have come together as OQ

* As of last valuation at Dec. 31 2018
Global Presence
Operations spanning 15 countries
Our Journey
Continuing to grow since our foundation in 1982

1982
Oman Oil Company
Established as a wholly-owned entity by the Govt. of Oman

Oman Refinery Company
Commissioned as the first refinery in Oman, with a capacity of 50k bpd

1996
Oman Gas Company

2000
Oman Oil Marketing
Company (omanoil)

2003
Oman Oil Company
Exploration & Production
Established to optimize Omani upstream participation via JVs and operated oil & gas fields

2006
Oman Trading International
Founded OTI

2007
Oman Refinery Co. & Sohar Refinery Co. Merger
Formation of Oman Refineries and Petrochemicals Company

2009
Salalah Methanol Programme
Apple Integration of Oman Refineries and Petrochemicals Co., Aromatics Oman Ltd., & Oman Polypropylene Co.

2010
NAKHLA Programme
Exploration of value generation across Oman’s oil and gas sectors between Oman Oil Company and Orpic

2011
Orpic
Created following the initial phase of the integration

2013
OXEA
Acquisition of OXEA

2017
Duqm Refinery and Petrochemicals Complex
Signed development partnership agreement with KPI

2018
Duqm Refiner
Ground-breaking ceremony
Salalah LPG & Salalah Ammonia Project Foundations
Sohar Refinery Improvements

2019
OQ Brand Launch

2020
Rebranding
OXEA is rebranded as OQ

Care Share Dare
Our Value Chain
Integrated assets operating across the full value chain

Upstream
- Exploration and production
- Gas processing and transmission

Downstream
- Refineries
- Petchem and specialty chemicals
- Logistics

Commercial
- Marketing and trading

Suppling products to: +60 countries
International Oil and Gas Markets
Our Portfolio
Balanced portfolio, focused in Oman

**Contribution of 2019 EBITDA**
- Non-Core: 14%
- Upstream: 60%
- Downstream: 26%

**USD 2.3 Bn**

**Proportion of Valuation (2018)**
- Non-Core: 22%
- Upstream: 47%
- Downstream: 31%

**USD 16 Bn**

**Proportion of Valuation (2018)**
- International: 20%
- Oman: 80%

**USD 16 Bn**
Our Business Model
Diversify and Add Value

Primary downstream is comprised of oil-based products. Prices are highly-related to oil prices (e.g. transportation fuels).

OQ’s downstream value chain produces products that touch many consumer sectors, reducing correlation with oil prices and adding a margin of more than $2Bn / year

End products with no direct threat of substitution across many sectors and industries:
- Textiles
- Sports equipment
- Automotive parts
- Consumer electronics
- Furniture
- Paints, inks & coatings
- Kitchen appliances
- Detergents
- Medical equipment
- Pharmaceuticals
- Adhesives
- Fertiliser
- Others

Notes: Data is projected for 2026. Includes Liwa Plastics, Duqm Refinery and LNG Bunkering Projects. Samahram demand not included

SM3 is standard cubic meters.

68% Exports
32% Oman Downstream

24% End products
8% Feedstocks for further processing

36% Exports
64% Domestic use

27% NGLS & other feedstocks for methanol, fertilizers and GTL

Electricity
LNG
Industry (power and heat)
Refinery fuel
Oil field steam generation

Our Business Model
Diversify and Add Value

Primary downstream with demand growth at risk

1 Mn
Barrels Per Day Oil and Condensate Production

147
SM3/Day Natural Gas Production

24% Kerosene
24% Sulphur
24% Petroleum coke
24% Gasoline
24% Jet Fuel
24% Gasoil
24% Fuel Oil

6% Exports
32% Oman Downstream

8% Duqm Petchem
8% Aromatics
8% Liwa Plastics
8% OMIFCO
8% Fuels
8% Petrochemicals
8% Other

36% Exports
64% Domestic use

27% NGLS & other feedstocks for methanol, fertilizers and GTL

Electricity
LNG
Industry (power and heat)
Refinery fuel
Oil field steam generation

Notes: Data is projected for 2026. Includes Liwa Plastics, Duqm Refinery and LNG Bunkering Projects. Samahram demand not included

SM3 is standard cubic meters.
One OQ
Opportunity to unlock synergies in a large portfolio

Global Integrated Energy Company
- Reach globally
- Maximise value chain
- Share resources

Sustainability
- Deliver long-term growth
- Create value and ROI
- Offer smart energy for better living

Business Excellence
- Improve input costs
- Optimise logistics
- Invest in innovation
Our Aspirations
Customers are central to our business

An Integrated energy company delivering Sustainability & Business Excellence, the Omani way

Talent
- Our **people** thrive globally
- We are proud of the **talent** we grow

Hydrocarbon
- Manage **1 million barrels** of oil equivalent per day
- Add at least **USD 25 of value** per barrel in our downstream business

Nation
- Facilitate **international & local** private participation in the oil and gas sector
- Double our **GDP contributions** to USD 20B

Financials
- Minimum of **USD 1B dividends** declared per year as of 2029 onwards
- Increase value to **shareholder funds** from USD 8B contribution to USD 30B market capitalisation
Our Aspirations
The bar is set high for our 2030 aspirations

1M Barrels per day managed
$25+ Of value added per barrel in downstream
2x Double OQ's 2019 EBITDA and valuation by 2030
$1B+ Of dividends for our shareholders
Our Aspirations
Pipeline includes many exciting projects for continued growth

2018
- Group formation

2019
- Launch of OQ brand

2020
- Liwa Plastics
- Duqm Refinery
- Block 60 - Bisat
- Salalah LPG and Ammonia

2022
- Block 65
- First Renewable Energy Projects

2023
- Block 30
- First Retail project

2025
- Block 47
- GB LNG Bunkering

2026
- Duqm Petchem
- Block 52

2027
- GB GTL

2028
- Samahram
- Duqm Refinery
- First Renewable Energy Projects
- First Retail project

POSIONED AS A LEADING INTEGRATED ENERGY PLAYER POISED FOR GROWTH
Our Strategic Priorities
Project delivery for 2020

Project

LPIC
Project completion and commencement of commercial operations

Block 60 Expansion
Achieve total working interest average daily production of 24 kboe/day in 2020

Duqm Petchem
Progress tendering and financing in support of a FID in 2021

Project Samahram
Complete detailed feasibility study

Greater Barik
FID of LNG Bunkering Project

Salalah LPG
Project completion and commencement of commercial operations

2020 Objective
OQ Chemicals
World Market Leader

• OQ Chemicals is an industry leader for products like Propanol, 2-Ethylhexanol, Butanol, Butyl Acetate and 1,3 Butylene Glycol.

• OQ Chemicals is market leader for synthetic fatty acids in the C3 to C9 acid range.

• We have strong market positions in Europe and the US.

• We increase capacities to strengthen our market position and to support our customers’ growth.

• Our 1,000+ customers across different industries guarantee our business stability and robustness.
Chemicals Footprint
Operations across the globe

Production Sites

- Bishop
  - approx. 35
- Bay City
  - approx. 180
- Amsterdam
  - approx. 25
- Oberhausen
  - approx. 850
- Marl
  - approx. 70
- Nanjing
  - approx. 50

- Houston
- Bay City
- Bishop
- Mexico City
- Amsterdam
- Marl
- Oberhausen
- Monheim
- Tokyo
- Nanjing
- Singapore
Strategic Highlights
Continuing investments to remain a market leader

- **2012**: Start up of new Specialty Esters unit #2 in Oberhausen
- **2013**: Start up of new Carboxylic Acid unit #3 in Oberhausen
- **2014**: Start up of new Specialty Derivatives plant in Nanjing, China
- **2017**: Revamp acid unit #2 to support growth strategy in animal feed business (Oberhausen)
- **2018**: Start 1.3 BG capacity increase project in Bishop, USA
- **2019**: Implementation of TCD-Diol Debottlenecking project in Oberhausen
- **2022**: Start up of new Propanol 2 in Bay City, USA
- **2026**: Duqm Petchem plant
- **2022**: New TCD train
- **2022**: New Acid Train
- **2019**: Rebranding as OQ Chemicals
- **2019**: Acid Debottleneck
Value Chain
From raw material to application components

Raw materials
- Ethylene
- Propylene
- Butene
- Higher Olefines
- Natural Gas

Oxo-Intermediates
- Aldehydes
- Alcohols
- Esters

Oxo-Derivatives
- Polyols
- Higher Aldehydes & Specialty Derivatives
- Acids
- Specialty Esters
- Amines

Syngas

OQ products find many applications in everyday life

Care Share Dare
Diversified product portfolio
Applicable in a wide range of end-uses

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<th>Oxo-Derivatives</th>
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<td><strong>Alcohols</strong></td>
<td><strong>Carboxylic Acids</strong></td>
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<td>Applications: Surface Coatings, Lacquers &amp; Paints, Polymer Additives, Lubricants, Solvents, Disinfectants</td>
<td>Applications: Lubricants, Sicative, Flavors &amp; Fragrances, Polymer Stabilizers, Feed Additives, Corrosion Inhibitors</td>
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<td><strong>Esters</strong></td>
<td><strong>Specialty Esters</strong></td>
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<td>Applications: Chemical Intermediates, Cosmetics, Paints &amp; Coatings, Printing Inks, Pharmaceuticals, Pharmaceuticals, Solvents</td>
<td>Applications: Plasticizers, Lubricants, Coalescing Agents</td>
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<td><strong>Polyols</strong></td>
<td><strong>Amines</strong></td>
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<td><strong>Polyols</strong></td>
<td>Applications: Oxo-Intermediates, Flotation Chemicals, Flavors &amp; Fragrances</td>
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<td>Applications: High Solids Coatings, Powder Coatings, Cosmetics, Lubricants, Polymer Additives</td>
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# Diversified product portfolio

Applicable in a wide range of end-uses

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<td><strong>End Markets</strong></td>
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<td>• Lacquers &amp; Paints</td>
<td>• Automotive &amp; Transportation</td>
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<td>• Lubricants</td>
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<td>• Printing Inks</td>
<td>• Construction &amp; Real Estate</td>
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<td>• Consumer &amp; Retail</td>
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<td>• Polymer-Stabilizers</td>
<td>• Pharmaceuticals</td>
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<td>• Print Media</td>
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<td>• Food Packaging</td>
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<td>• Medical devices</td>
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<td>• Construction</td>
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<tbody>
<tr>
<td>• Propionaldehyde</td>
<td>• n-Butyraldehyde</td>
<td>• 1,3 Butylene Glycol</td>
<td>• Propylamines</td>
<td>• n-Undecanal</td>
<td>• 2-Methylbutanol</td>
<td>• OXSOFT 3G8</td>
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<tr>
<td>• n-Butanol</td>
<td>• Isobutyraldehyde</td>
<td>• TCD Alcohol DM</td>
<td>• Butylamines</td>
<td>• n-Nonanal</td>
<td>• 3-Methylbutanol</td>
<td>• OXSOFT DUO 1</td>
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<tr>
<td>• Isobutanol</td>
<td>• n-Propyl acetate</td>
<td>• Neopentyl Glycol</td>
<td>• 2-Ethylhexylamines</td>
<td>• 2 Ethylhexanal</td>
<td>• n-Heptanol</td>
<td>• OXSOFT DUO 2</td>
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<td>• Isobutyl acetate</td>
<td>• n-Butanol</td>
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<td>• Dimethylbutylamine</td>
<td>• C13/C15 Aldehyde</td>
<td>• Isononanol</td>
<td>• OXSOFT TOTM ST</td>
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<td>• Isobutyraldehyde</td>
<td>• n-Butanol</td>
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<td>• Isonononaldehyde</td>
<td>• 3.5,5-Trimethylhexanol</td>
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<td>• Butylamines</td>
<td>• n-Nonanol</td>
<td>• 3-Methylbutanol</td>
<td>• OXSOFT TOTM ST</td>
<td></td>
</tr>
<tr>
<td>• n-Butanol</td>
<td>• n-Butanol</td>
<td>• n-Octylamine</td>
<td></td>
<td>• n-Nonanol</td>
<td>• 3-Nonanol</td>
<td>• OXSOFT GPO</td>
<td></td>
</tr>
<tr>
<td>• n-Butanol</td>
<td>• n-Butanol</td>
<td>• Dimethylbutylamine</td>
<td></td>
<td></td>
<td></td>
<td>• OXFLM 351</td>
<td></td>
</tr>
<tr>
<td>• n-Butanol</td>
<td>• n-Butanol</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• OXLUBE L 9-TMP</td>
<td></td>
</tr>
</tbody>
</table>
# Integrated Production Platform
Overview of the process behind our products

## Precursors
- **C₂** Ethylene
- **C₃** Propylene
- **C₄** Butene
- **C₈** Higher Olefins
- Other Precursors

## Intermediates
- **Aldehydes**
- **(higher) Alcohols**
- **Polyols**
- **Acids**
- **(Specialty) Esters**
- **Amines**

### Aldehydes
- Propionaldehyde
- n-Butyraldehyde
- n-Valeraldehyde
- 2-Methylbutyaldehyde
- 3-Methylbutyaldehyde
- Higher Aldehydes

### (higher) Alcohols
- n-Propanol
- n-Butanol
- Isobutanol
- 2-Methylbutanol
- 3-Methylbutanol
- n-Nonanol
- n-Decanol
- TCD Alkohol DM
- 1,3 Butylene Glycol

### Polyols
- 2-EH
- TMP
- NPG
- n-Isobutyl Acetate

### Acids
- Propionic Acid (AF)
- 2-Methylpentanoic Acid
- 2-EH-Acid
- n-Butyric Acid (AF)
- Isobutyric Acid (AF)
- n-Valeric Acid
- 2-Methylbutyric Acid
- Isopentanoic Acid
- 3-Methylbutyric Acid
- Heptanoic Acid (HP)
- Pelargonic Acid (HP)
- Isononanoic Acid (M)

### (Specialty) Esters
- n-Propyl Acetate
- OXSOFT TOTM (ST)
- OXSOFT 3G8
- OXFILM 351
- n-/Isobutyl Acetate

### Amines
- Propylamines
- 2-EH-Amines
- Butylamines
- Other Amines

## Other Precursors
- Syngas
A Day with OQ Chemicals
We’re with you every hour of the day

- **Having a shower**: 8.00 am | Shampoo, shower gel, perfume
- **Housekeeping**: 11.00 am | Detergent, polishes and cleaning agents
- **Shopping**: 10.00 am | Plastic bags, thermal paper (parking ticket), food packages
- **Bringing the car to a workshop**: 9.00 am | Aluminum rims, tires, motor, safety glass, cable and line systems
- **Watching a movie**: 7.00 pm | Blu-ray / DVD
- **Yard work**: 6.00 pm | Weeds-Ex, extension cable for lawnmower
- **Lunchtime**: 12.00 pm | Refrigerator, food packaging, disinfectants
- **Manicure**: 1.00 pm | Nail polish
- **Return home**: 2.00 pm | Lubricants for aircraft turbine
- **Home project**: 4.00 pm | Wall paint
- **Kids playing outside**: 3.00 pm | Football, sole of a sports shoe, sun protection cream
- **Break**: 5.00 pm | Hand cream
- **Break**: 5.00 pm | Hand cream
- **Watching a movie**: 7.00 pm | Blu-ray / DVD
- **Yard work**: 6.00 pm | Weeds-Ex, extension cable for lawnmower
OQ Chemicals in our daily lives:
Automotive vehicles

**Outside**

1. Butyraldehyde, Oxsoft 3G8: PVB safety glass liner
2. Butyl Acetate: Automotive top-coat systems
3. Trimethylol Propane: UV car coatings
4. Neopentyl Glycol: Aluminum rims powder-coatings
5. 2-Ethylhexanoic Acid, Di-n-Butylamine: Vulcanized rubber, adhesion promoters in tires

**Inside of vehicle interior**

7. TCD Alcohol DM: Touchscreen displays
8. DOTP: Upholstery, seats, mats
9. 2-Ethylhexanoic Acid: PU foam for dashboards & seats

**Motor compartment**

10. Isononanoic, 2-Ethylhexanoic Acids: Synthetic lubricants
11. 2-Ethylhexanoic Acid: Coolants
12. 2-Ethylhexanol: Cetane improver in Diesel fuel

Average of ~7,5 kg of OQ chemicals in a car
OQ Chemicals in our daily lives: Modern Living

**Household**

1. Valeric, Heptanoic, Isononanoic Acids: Refrigeration system lubricants
2. Propanol: Disinfectants
3. Neopentyl Glycol: Appliance coatings
4. Pelargonic Acid: Detergents
5. 2-Ethylhexanoic, Isononanoic Acids: PU flexible foams
6. 2-Ethylhexylamine: Home pest control
7. Oxsoft TOTM: Cables
8. TCD Alcohol DM: Glass fiber, Blu-ray,
9. Pelargonic Acid: Auxiliary in food production

**Care**

10. 2-Ethylhexanonic, Isononanoic Acids: Sun care products
11. 1,3-Butylene Glycol: Skin cream

**Building**

13. n-Butanol: Exterior architectural paints
14. 2-Ethylhexanoic Acid: Interior architectural paints
15. 2-Ethylhexanoic, Isononanoic Acids: PVC window frames

**Outdoors**

16. Pelargonic Acid: Garden Herbicides
17. Isobutyraldehyde: Garden fertilizers
18. Valeric, Isononanoic, Heptanoic Acids: Jet turbine lubricants
Any Questions?

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Thank you...