

## Directors Report

### Dear Shareholders,

On behalf of the Board of Directors, it gives me great pleasure to present the Annual Report of Oman Oil Marketing Company SAOG (“OOMCO” or “the Group”) for the financial year ended 31 December 2025, reflecting the Group’s continued commitment to disciplined performance and sound governance.

### Health, Safety, Environment, Quality, and Sustainable Development

At Oman Oil Marketing Company (OOMCO), the safety of our employees, customers, and the communities we serve remains a core priority. We are committed to maintaining a safe and secure working environment, safeguarding the public, and protecting the Company’s assets across all operations.

In 2025, OOMCO achieved a significant safety milestone by recording zero Lost Time Injuries (LTI) across more than 7 million working hours. The Company also successfully completed over 20 million kilometers of fuel transportation across Oman without any major road traffic accidents, reflecting a sustained focus on safety excellence, operational discipline, and risk mitigation.

To reinforce workplace and public safety, OOMCO implemented a range of initiatives throughout the year, including Road Safety Campaigns, HSEQ Week, heat stress awareness programs, and a public road safety campaign during the Khareef season. These initiatives actively engaged employees, contractors, customers, and key stakeholders, strengthening a culture of shared accountability and environmental responsibility. The launch of the Contractor Safety Forum further enhanced engagement across the value chain, providing a platform to review annual HSEQ performance and recognize high-performing contractors.

Emergency preparedness remained a priority during 2025. The Company conducted multiple emergency drills across road transportation, aviation fueling operations, marine activities at Duqm Terminal, and warehouse facilities. Specialized workshops were delivered in collaboration with Civil Defense, OPAL, and contractors to enhance coordination, review response procedures, and strengthen operational resilience.

OOMCO continues to operate under an integrated management system framework and successfully maintained compliance with six internationally recognized ISO standards following its external surveillance audit. These include ISO 9001 (Quality Management), ISO 14001 (Environmental Management), ISO 45001 (Occupational Health and Safety), ISO 27001 (Information Security), ISO 22301 (Business Continuity), and ISO 22000 (Food Safety). The Company also conducted its Quality Forum with key regulatory stakeholders, reinforcing alignment on compliance and operational standards across the fuel and lubricants value chain. In addition, OOMCO launched a dedicated Document Control Section aligned with National Records and Archives Authority (NRAA) requirements, further strengthening governance and records management practices.

As part of its technical development agenda, OOMCO completed research activities in Marine Lubricants, Sustainable Aviation Fuel (SAF), and Electric Vehicle (EV) lubricants, supporting innovation and future-ready product development aligned with evolving market dynamics.

Aligned with Oman’s Net Zero Vision 2050, OOMCO continued advancing its sustainability agenda during 2025. The Company achieved a cumulative reduction of 3,590 tons of CO<sub>2</sub> emissions through solar installations at 12 service stations and the operation of 23 Vapor Recovery Units (VRUs). During the year, OOMCO generated 479.84 MWh of renewable energy from its solar and alternative energy initiatives.

The Company sold over 4.6 million liters of blended biodiesel (B5 & B20), generating approximately OMR 1.3 million in turnover. OOMCO also signed an MOU to develop a 1 MW solar power project to expand its alternative energy portfolio. Through its joint venture EVO, the Company expanded EV charging infrastructure to 155 charging points across 75 locations nationwide, including key highway corridors, supporting the growth of sustainable mobility in Oman. EVO was recognized with the Platinum Award in the E-Mobility Category during Oman Sustainability Week, reflecting its contribution to the national sustainability agenda.

OOMCO also published its second Environmental, Social, and Governance (ESG) Report (2024), reaffirming its commitment to transparency, sustainability, and responsible corporate governance.

Through disciplined safety management, strengthened quality systems, and continued investment in sustainable energy and technical innovation, OOMCO remains committed to operational excellence, environmental stewardship, and supporting Oman's transition toward a more sustainable and resilient energy future.

### **Financial Performance**

In 2025, the OOMCO Group recorded a 48% increase in net profit, achieving a Profit After Tax of OMR 7.5 million. The improvement was primarily driven by strong performance in the Parent Company's Retail and Commercial divisions, supported by disciplined cost control and effective cash management.

The Parent Company reported a 7% increase in revenue compared to the previous year, largely attributable to 6% year-on-year growth in the retail segment, OOMCO's core business. This performance reflects sustained operational execution, network optimization, and improved customer engagement across the retail platform.

The Commercial division delivered 25% revenue growth, supported by contract optimization strategies, portfolio discipline, and targeted service enhancements. The segment maintained a focus on operational reliability and margin protection within a competitive market environment.

Overall, the Group's performance demonstrates continued operational resilience and disciplined capital management, supporting sustainable profitability and long-term shareholder value creation.

### **Subsidiary Performance**

Ahlain International Company LLC recorded improved performance in 2025, supported by continued growth in Convenience Stores, expansion of Café Amazon outlets, and digital screen monetization. The subsidiary maintained a structured profitability approach, enhancing its contribution to Group earnings.

The Kingdom of Saudi Arabia remains a key strategic growth market for the Group. In 2025, OOMCO KSA expanded its network footprint to 49 service stations, including the addition of 16 new stations during the year. Revenue increased by 33% year-on-year, supported by performance optimization of previously acquired sites and disciplined operational execution.

The Board and Management remain committed to strengthening OOMCO's presence in Saudi Arabia in line with long-term growth and profitability objectives.

### **Business Development**

OOMCO continues to pursue disciplined growth aligned with its long-term strategic objectives, focusing on operational excellence and value creation across both domestic and international markets.

As of 31 December 2025, OOMCO operated 239 service stations across Oman, with no new additions during the fourth quarter. Internationally, the Company maintained 49 service stations in the Kingdom of Saudi Arabia (KSA) and 12 service stations in Tanzania.

In KSA, 2025 marked several notable milestones. OOMCO inaugurated Al-Rayan, the largest service station in the Company's history, spanning approximately 93,000 square meters. Operational enhancements during the year included the integration of a cloud-based CCTV monitoring system, readiness for M98 fuel dispensing, deployment of a Special Digital Screen in partnership with Mubashir Company, and renewal of the Ministry of Energy Qualification Certificate for an additional two-year term. These developments reinforce OOMCO's commitment to regulatory compliance, operational advancement, and market competitiveness in the Kingdom.

OOMCO's one-stop-shop service station model continues to strengthen its market positioning, particularly in metropolitan areas, by offering integrated retail, food and beverage, and convenience services. This approach supports the Company's strategic objective of expanding beyond traditional fuel retail into diversified service hubs that enhance customer experience and revenue resilience.

Through a forward-looking business development strategy, OOMCO remains focused on innovation, operational modernization, and selective expansion, both locally and internationally, to sustain growth and reinforce its leadership position within the evolving energy and mobility landscape.

### Human Resources

OOMCO's brand, reputation, and sustained success are anchored in strong personal and professional integrity, supported by a capable and committed workforce. The Company continues to position itself as an employer of choice within the fuel marketing sector, offering structured career development and professional growth opportunities.

By the end of 2025, OOMCO achieved an Omanisation ratio of 93%, reflecting its strong contribution to national workforce development. This achievement is particularly notable given the specialized technical and operational competencies required to serve a diverse retail network and support the Company's broader business operations.

To sustain performance and operational excellence, OOMCO continues to invest in the development of its human capital across all business units. Employees are provided with opportunities to enhance specialized expertise, technical capabilities, and applied professional skills aligned with evolving market requirements and strategic objectives.

As a leading Omani organization within the energy sector, OOMCO remains committed to strengthening its workforce through disciplined talent acquisition, capability development, and succession planning, ensuring the right talent is positioned to support the Company's long-term growth and operational resilience.

### Corporate Social Responsibility

Oman Oil Marketing Company ("OOMCO" or "the Group") remains committed to supporting the communities it serves through structured Corporate Social Responsibility (CSR) initiatives. A dedicated CSR budget, approved annually by shareholders at the Annual General Meeting, supports programs designed to deliver sustainable and measurable social impact.

In 2025, OOMCO implemented a diversified portfolio of initiatives across social welfare, youth development, entrepreneurship, and community support, with a total CSR

investment of OMR 147,972.

In line with its national responsibility, OOMCO allocates 20% of its annual CSR budget to the Oman Charitable Organization (OCO), supporting programs in disaster relief, healthcare, and education.

During the holy month of Ramadan, the Company launched the 8th edition of the ‘Ata’a’ Program, comprising seven initiatives addressing diverse community needs. These included Iftar meal distribution in partnership with the Food Bank, fuel support for ambulance services for elderly beneficiaries in collaboration with Ihsaan Association, and the provision of grocery baskets and Eid clothing to low-income families. OOMCO also supported the ‘Taaruf’ Program to promote cross-cultural understanding and organized an Eid Market at its headquarters to support small and medium enterprises (SMEs). In addition, a loyalty points donation feature was activated through the Company’s mobile application, enabling customers to contribute toward charitable causes, including support for the ‘Fak Kurbah’ initiative assisting individuals facing financial hardship.

Youth empowerment continued to be a strategic focus. OOMCO marked the graduation of the third cohort of its ‘Experience Hub’ program, delivered in cooperation with the Ministry of Labor to provide young Omanis with practical work exposure and skills development. The Company also launched the third edition of the ‘Tamkun’ Program in collaboration with the Youth Center, aimed at strengthening entrepreneurial capabilities among Omani youth.

During the Khareef season, OOMCO introduced the ‘Oman Oil Bazaar’ initiative in Dhofar Governorate in partnership with the Authority for Small and Medium Enterprises Development, providing a platform to enhance market access for local entrepreneurs.

Through a focused and impact-driven CSR framework, OOMCO continues to reinforce its role as a responsible corporate citizen, contributing to sustainable social development across the Sultanate.

### Outlook

The national economic outlook remains positive, supported by continued fiscal stability, infrastructure development, and energy sector transformation. This environment provides a constructive platform for OOMCO’s continued growth and strategic execution.

As the Company approaches the final year of its five-year strategy (2022–2026), focus remains on disciplined expansion, operational optimization, and long-term value creation. OOMCO continues to strengthen its domestic and international footprint while advancing its positioning in future mobility, renewable energy, and sustainable solutions aligned with Oman’s broader economic diversification agenda.

The Retail network will continue to be managed with a selective expansion approach, prioritizing strategic locations and enhancing service excellence across the existing portfolio. In parallel, the Shop, Food & Services (SFS) segment remains a key growth enabler, supporting non-fuel revenue diversification and reinforcing the one-stop service station model.

Internationally, OOMCO will continue consolidating its presence in Saudi Arabia and Tanzania, focusing on operational maturity, regulatory alignment, and market competitiveness to ensure sustainable regional growth.

In the Commercial and Aviation segments, the Company remains committed to operational efficiency, customer retention, and margin discipline in an increasingly competitive environment. Strengthening partnerships, optimizing supply chain execution, and leveraging technology will remain central to maintaining resilience.

Lubricants and specialty products will continue to pursue premium positioning and targeted market expansion, supported by quality assurance and brand differentiation strategies.

Digital enablement and customer engagement will remain strategic priorities. Continued investment in digital platforms and data-driven capabilities will enhance customer experience, operational transparency, and business agility.

While market conditions may present evolving challenges, OOMCO remains well-positioned to navigate uncertainties through disciplined cost management, strategic capital allocation, and strong governance oversight.

With a resilient operating model, diversified revenue streams, and a clear strategic direction, OOMCO remains confident in its ability to deliver sustainable performance and long-term shareholder value.

### [Acknowledgements](#)

I would like to extend my sincere appreciation to our valued customers, government authorities, dealers and their teams, and our dedicated employees for their continued trust, commitment, and collaboration. Their support remains fundamental to OOMCO's sustained performance and long-term growth.

On behalf of the Board of Directors, management, and employees, we would like to express our deepest gratitude to His Majesty Sultan Haitham bin Tarik - may Allah preserve him - and to His Honourable Government. Under His Majesty's wise leadership, Oman continues to advance toward prosperity, resilience, and sustainable development, and we pray that Allah endows our nation with continued prosperity and progress.

We remain committed to supporting the nation's growth and delivering enduring value to all our stakeholders.

Thank you.

On behalf of the Board of Directors

**Chairman**