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Strategies & Initiatives for Oil & Gas in Times of Global Economic Upheaval:

Stable Supply & Green Transformation



The 41st JCCP International Symposium

26th January 2023
Tokyo, Japan

OQ's Strategy: Pre Pandemic

- **Integrated Centrally Managed Enterprise**
- **Grow Upstream**
- **Grow Downstream**
- **Explore Renewables**
- **Agility Desired**

The Case for Change

- **Pandemic**
- **Demand Destruction**
- **Climate Awareness**



COP27
SHARM EL-SHEIKH
EGYPT 2022

The logo for COP27 is displayed within a white circular graphic. The text 'COP27' is in blue, with a globe icon integrated into the 'O'. Below it, 'SHARM EL-SHEIKH' and 'EGYPT 2022' are written in blue and gold. The background of the slide features a stylized globe with glowing green and yellow lines and dots, suggesting a global network or data flow.

Analysing Market Trends



Consumer Sentiment



Energy Demand



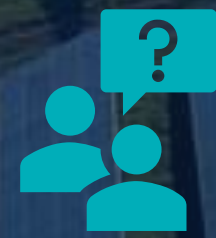
Energy MIX

OQ's Strategic Shift



Energy Demand

- More Energy



Consumer Sentiment

- Zero or Negative Carbon



Financial & Product Resiliency

- Financial Resilience
- Diversified Portfolio



Green Future

- Transition
- Agility
- Technology

What Does Transition Mean for OQ?



Decarbonisation



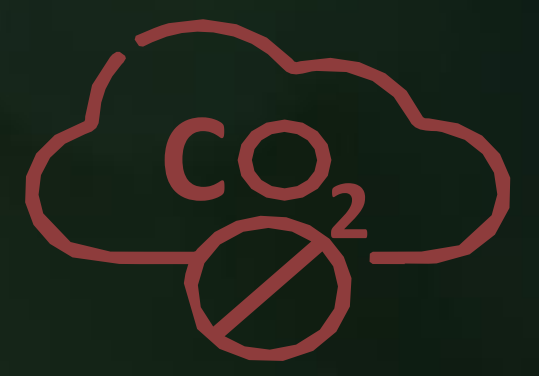
Renewable Energy Generation



**Producing Blue & Green
Fuels & Products**

Amin Solar Plant

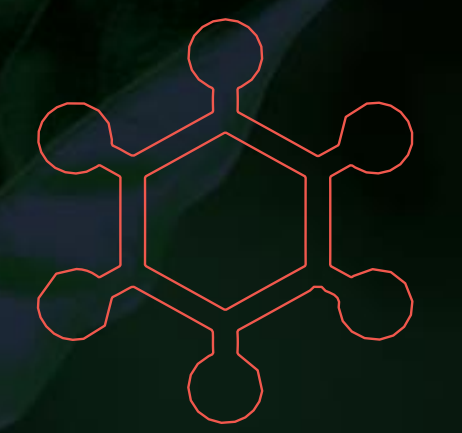
Decarbonisation



Energy Efficiency & Low Carbon Energy



Emissions Reduction



Carbon Capture, Utilization & Storage

Renewable Energy Generation



Solar



Wind



30 GB Renewable Energy Announced

Blue/Green Fuels & Products

- Ammonia
 - E-Fuels
 - Aluminium
 - Fertilizers
 - 15GB Electrolyzer Capacity announced for Green Ammonia Production

OQ Ammonia Plant – Salalah, Oman

Managing the Energy Transition

- **The Right Governance in Place**
- **Setting Corporate Goals**
- **Changing Hearts & Minds**
- **Driving an agile culture seeking adapting & Scaling Green Technologies**
- **Measuring & Adapting**

Green Transition Governance

- **Green Agenda is a Board Agenda**
- **Mission, Vision and Policies in line with green aspiration**
- **Relevance of the transition increases through the Corporate Scorecard**
- **Carbon Penalty in Project Ranking**

Setting Corporate Goals



Changing Mindsets

- **Changing from a fossil fuel / production culture to an environmental preservation one**
- **Decision making at the lowest levels that drive the transition agenda**
- **Continuous engagements at all levels to ensure the message is understood by all**

Our Journey

Started end of 2021 with approval of new strategy

A long way to go: Targets 2030 – 2050

Finding that costs outweigh returns, but a roadmap is visible

We are focusing on low hanging fruits

Aggressively looking at new technologies and vendor partnerships



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Thank You

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