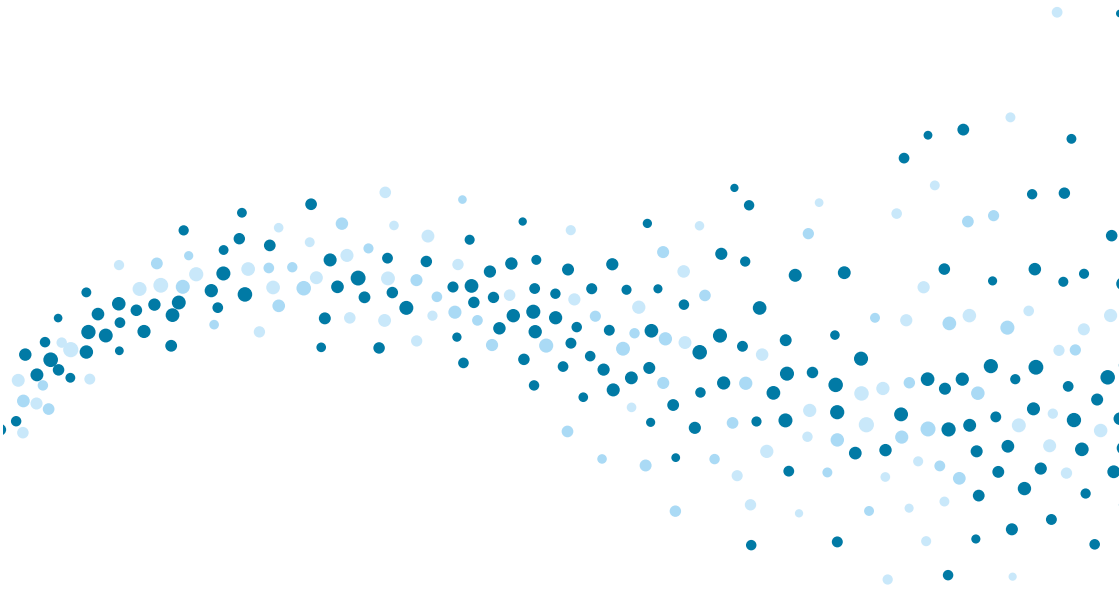


● ANNUAL REPORT 2025





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His Majesty Sultan
Haitham bin Tariq bin Taimur Al Said
Sultan of Oman

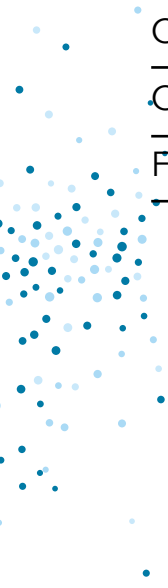


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CONTENTS

Mission & Vision	2
Board of Directors	4
Management Team	5
Director's Report	6
Management & Analysis Report	17
Corporate Social Responsibility	36
Corporate Governance Report	39
Financial Statements	62



OUR VISION

Become the most customer-centric Marketer in GCC, and sustainably transform the fuel industry into an integrated service hub.

OUR MISSION

Create a delightful experience for our customers through convenient and qualitative products, as well as integrated and value adding services. We energize your journey with continuous innovations to make it a joyful memory.



BOARD OF DIRECTORS



Abdul Aziz Saud Al Raisi
Chairman



Amal Suhail Bahwan
Deputy Chairman



Hamza Moosa Baqer
Member



Hussain Abdul Ridha Al-Lawati
Member



Mashaal Yaseen Moosa
Member



Areej Ahmed Al Touqi
Member



Hussain Ali Hamad Al-Rashdi
Member

MANAGEMENT TEAM



Tarik Mohammed Al Junaidi
Chief Executive Officer (CEO)



Hussain Jama Bait Ishaq
GM National Retail



Eng. Amer Suhail Jaboob
GM B2B



Khamis Nasser Al Shuaibi
GM Shared Services



Talib Omar Al Maadi
GM Supply Chain



Musaab Faris Bingaradi
Chief Financial Officer- CFO



Jaber Mansoor Al Wahaibi
GM - Corporate Planning, Business
Development, International Retail and
Marketing & Digital



Rahma Ezzat Al Busaidy
General Counsel –
Legal & Compliance



Mohamed Hassan Al Mujaini
DGM- HSEQ and Sustainable
Development

DIRECTOR'S 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 CO₂ 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

MANAGEMENT ANALYSIS REPORT 2025



INTRODUCTION

During this year, Oman Oil Marketing Company (OOMCO) was able to achieve extra miles through the expansion in the number of service stations as well as the variety of the products and services provided to the customers.

The company continues moving forward with the development of modern technologies and smart solutions for fast and secure purchases.

We are committed to promoting and contributing to the economic and social progress in the Sultanate of Oman as we continue to innovate, enrich, and develop in all sectors of the industry. Moreover, our teams work to provide maximum services for customers to facilitate and provide their consumer requirements.

We will always continue to achieve our ambitions with the ongoing developments in the Sultanate derived from the Oman Vision 2040, which is driving the company and the progress of the Sultanate in the coming year.

HEALTH, SAFETY, ENVIRONMENT, QUALITY, AND SUSTAINABLE DEVELOPMENT

At Oman Oil Marketing Company (OOMCO), our employees, customers, and the communities we serve are our most valued assets. We remain fully committed to providing a safe and secure working environment, safeguarding the public, and protecting the Company's properties and assets.

In 2025, OOMCO achieved a significant safety milestone by recording zero Lost Time Injuries (LTI) over more than 7 million working hours, following the last LTI recorded in February 2025. The Company also successfully completed over 20 million kilometers of fuel transportation across Oman without any major road traffic accidents, since the last major road traffic

accident recorded in April 2025, demonstrating OOMCO's continued focus on safety excellence and risk mitigation across its operations.

To sustain a safe workplace, service stations, and retail environment, OOMCO implemented a range of innovative safety initiatives during 2025 through its Road Safety Campaign, HSEQ Week, heat stress awareness programs, and a public road safety campaign conducted during the Khareef season. These initiatives actively engaged employees, contractors, customers, and key stakeholders, reinforcing a strong culture of health, safety, environmental responsibility, and shared accountability.

In addition, OOMCO launched the Contractor Safety Forum to share annual HSEQ performance statistics and to recognize and reward best-performing contractors for their outstanding safety performance, further strengthening contractor engagement and safety leadership across the value chain.

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

OOMCO's HSEQ culture is deeply embedded across all operations, integrating policies, best practices, and continuous monitoring. The company strategically implements policies, conducts audits, and develops performance reviews to drive ongoing improvement. In 2025, OOMCO successfully completed its external surveillance audit conducted by SGS, maintaining compliance with six internationally recognized management

system standards: ISO 9001 – Quality Management System
ISO 14001 – Environmental Management System
ISO 45001 – Occupational Health & Safety Management System
ISO 22000 – Food Safety Management System
ISO 27001 – Information Security Management System
ISO 22301 – Business Continuity Management System

In addition, OOMCO successfully conducted its Quality Forum with the participation of key regulatory stakeholders, strengthening regulatory engagement, alignment on quality and compliance expectations, and collaboration across the fuel and lubricants value chain. The Company also launched its Document Control Section in full alignment with the requirements of the National Records and Archives Authority (NRAA), further enhancing records management, governance, and compliance practices.

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

OOMCO remains committed to Oman's Net Zero Vision 2050, actively supporting national efforts to reduce carbon emissions through sustainable energy solutions. In 2025, OOMCO:

☑ Achieved a cumulative reduction of 3,590 tons of CO₂ emissions through solar power installations at 12 service stations and the operation of 23 Vapor Recovery Units (VRUs).

☑ Published its second Environmental, Social, and Governance (ESG) Report (2024), reinforcing its dedication to sustainability,

transparency, and responsible governance.

Participated in Oman Sustainability Week through its subsidiary EVO, which was awarded the Platinum Award in the E-Mobility Category, recognizing its contribution to sustainable transportation solutions.

In 2025, OOMCO successfully sold over 4.6 million liters of blended biodiesel (B5 & B20), generating a turnover of approximately OMR 1.3 million.

OOMCO expanded its solar energy solutions, signing an MOU to develop a 1 MW solar power project, aimed at optimizing revenue from its alternative energy business.

OOMCO's joint venture, EVO, expanded electric vehicle (EV) charging infrastructure, establishing 155 charging points across 75 locations in Oman, including key highway corridors, supporting nationwide EV adoption.

During the year, OOMCO generated 479.84 MWh of renewable energy from its solar and alternative energy initiatives.

With a strong commitment to safety, quality, sustainability, and technological innovation, OOMCO continues to drive transformation across the energy sector. Through clean energy initiatives, advanced safety protocols, and high-quality fuel and lubricant solutions, OOMCO remains dedicated to delivering excellence, reducing environmental impact, and shaping a sustainable future for Oman's fuel and mobility industries.

HUMAN RESOURCES

OOMCO brand image, reputation and success are built on a foundation of personal and professional integrity. OOMCO has also become an employer of choice, offering premium employment and career development opportunities to a wide

cross section of people.

OOMCO achieved an Omanisation ratio of 93% by end of 2025. This is a significant achievement as the field requires staff with specific skills to serve a wide spectrum of customers across the retail network and overall company's operations. To continue raising our performance, we dedicate our efforts to developing the capacities of our human capital across our various businesses: we provide them with opportunities to enhance further their knowledge of specialized and specific competencies in addition to a wide range of applied, technical and creative skills.

As a young and energetic Omani organization that prides itself on being a pioneer in the Sultanate's energy sector and a valued partner in the development of its infrastructure, OOMCO continuously seeks to bolster its existing workforce. A key factor of its long-term corporate objectives, the Company recruits the right Omani talents on the right job at the right time to become the preferred employer of choice within the fuel marketing sector.

RETAIL NETWORK

The Retail division remains a core pillar of OOMCO's business, continuing its strategic expansion in line with the company's growth plan.

In 2025, OOMCO delivered a strong execution year across its retail network, reinforcing nationwide accessibility and strengthening customer reach across strategic locations. The retail footprint in Oman reached 239 operational service stations, with OOMCO operating 116 of these sites. These new service stations offer integrated services that meet all customer needs in one location, including fuel, retail stores, car care services, and food products.

Ultimax 98, OOMCO's highest octane fuel, remains a key premium product, now available at over 118 service stations. Its presence supports product differentiation, premium customer retention,

and long-term value creation across strategic locations.

The year reflected strong business performance, with healthy fuel sales growth resulting from converting OOMCO retail sites into hubs with fully integrated services. In parallel, OOMCO achieved an exceptional 95% Mystery Motorist score, positioning the company as the leading performer in the national fuel retail market and reinforcing best-in-class service consistency across the retail network.

In terms of operating model, OOMCO operates 116 service stations, representing 49% of the total retail network, supporting greater control over operational standards, HSEQ compliance, and customer experience delivery.

Retail network development achieved key milestones, including the full opening of 3 NTI sites, operational readiness of 4 RnR sites, the upgrade of 5 Ahlain Convenience Stores to the new brand look, the opening of 2 new Ahlain stores, launch of 2 Café Amazon outlets, and activation of 2 service stations as Hubs. Many additional NTI, RnR, Hubs, Ahlain, and Café Amazon projects progressed into construction, reinforcing a strong development pipeline for 2026.

The Shop, Food, and Services (SFS) segment continues to drive the transformation of service stations into integrated, customer-centric destinations. Ahlain Convenience Stores operate 59 locations across Oman and remain under a modernization program to enhance the shopping experience. Café Amazon continues nationwide expansion with 16 outlets, ensuring strong coverage across strategic hubs including Muscat, Sohar, and Salalah.

In alignment with OOMCO's digital transformation and monetization strategy, the retail platform continues to build incremental commercial value through an expanded digital media portfolio. The digital portfolio now comprises 100 high-

impact assets across forecourts and Ahlain stores, featuring a strategic mix of Mega screens, LED displays, SDS and Smart Screens. Beyond enhancing site aesthetics and customer engagement, this network serves as an additional revenue driver by offering premium advertising opportunities across key high-traffic locations.

The Fuel Cards division remains a key driver of growth and value creation for OOMCO, offering secure, convenient, and innovative fueling solutions that consistently set industry benchmarks. In 2025, the division achieved remarkable milestones, highlighted growth in fuel card sales, supported by the increased uptake of e-Fill services that enable seamless, cashless transactions and improved customer convenience at the pump. A standout achievement of the year was securing incremental market share in the National Subsidy System (NSS), underscoring the strong public confidence in OOMCO's infrastructure and service reliability. In parallel, the division continued to prioritize accessibility through expanded bank card transaction capabilities by increasing the deployment of POS terminals across service stations and optimizing merchant rates with banking partners, enabling more cost-effective and efficient payment processing.

With disciplined execution, integrated retail offerings, and a continued focus on premium products, digital enablement, and customer convenience, OOMCO's Retail business is well-positioned to sustain growth momentum, enhance commercial resilience, and reinforce OOMCO's leadership in Oman's fuel retail market.

INTERNATIONAL RETAIL

In 2025, OOMCO continued its international retail expansion, achieving significant progress in the Kingdom of Saudi Arabia (KSA). As of date, the company successfully operates 49 service stations across various regions of the Kingdom, marking a

major milestone in its growth journey. In addition, OOMCO has secured several new service station locations that are currently under construction in the Eastern and Western regions, further strengthening its expansion strategy.

The year also marked the successful completion of several strategic and operational milestones in KSA. These included the launch of Al-Rayan Site, the largest service station in OOMCO's history (93,000 sqm), the integration of a cloud-based CCTV system connected to Head Office, the readiness of the first site for M98 fuel pumping, and the deployment of the first Special Digital Screen in partnership with the Omani SME company Mubashir. Additionally, OOMCO successfully renewed its Ministry of Energy Qualification Certificate for a further two-year period.

In Tanzania, OOMCO maintained operational continuity across its network of 12 service stations. The company continues to optimize its international portfolio and evaluate strategic options in alignment with long-term business objectives and evolving market dynamics.

COMMERCIAL

In 2025, OOMCO's Commercial Fuel Business delivered a strong performance, achieving solid profitability while successfully expanding its customer portfolio despite an increasingly competitive market and sustained margin pressures across the sector. Through a clear focus on operational efficiency, reliable delivery, and the strengthening of strategic partnerships, the business demonstrated resilience and continued to create tangible value for its customers.

A central pillar of the Commercial strategy is the transition toward alternative and lower-carbon fuels. This strategic direction supports business growth while aligning closely with Oman's

national carbon-reduction and sustainability objectives. By expanding into this segment and deepening relationships with both existing and new customers, OOMCO is playing an active role in supporting the country's energy transition and reinforcing its position as a trusted partner in cleaner energy solutions.

Innovation and integrated solutions remained at the core of the Commercial Fuel Business in 2025. The company advanced a differentiated value proposition supported by clear market segmentation strategies, enabling growth across multiple customer segments while effectively addressing the operational and commercial needs of diverse industries. Further strengthening its B2Smart identity, OOMCO continued to leverage digital transformation to enhance customer experience, transparency, and service efficiency. Through the development of digital platforms and smart mobility solutions, the business delivered more seamless, data-driven, and customer-centric services, reinforcing long-term customer loyalty and satisfaction.

OOMCO's Commercial Fuel Business is actively involved in several strategic projects and national initiatives that will enhance Oman's competitiveness and support sustainable economic growth in the years ahead. These initiatives reflect OOMCO's commitment to driving progress, strengthening economic resilience, and contributing meaningfully to the Sultanate's long-term development agenda.

AVIATION

The aviation sector continued to face significant margin pressure in 2025, driven by intensified competition and the strong bargaining power of airline customers. Despite these challenges, OOMCO delivered a solid performance by maintaining a disciplined cost structure, leveraging operational efficiencies, and upholding high standards of Health, Safety, Environment, and Quality (HSEQ).

In 2025, OOMCO achieved a 14% year-on-year increase in aviation fuel volumes, reflecting the resilience of its aviation business and its ability to compete effectively in a challenging market. The Company successfully retained its key customers, including Oman Air and Salam Air, while also securing a five-year contract with Royal Flight, reinforcing long-term revenue visibility and customer confidence.

OOMCO continued to provide fueling services to Royal Oman Police and the Royal Air Force at Muscat International Airport, in addition to serving several major international airlines, including Emirates, Etihad, Indigo, Ethiopian Airlines, and Pakistan International Airlines, among others. The Company maintained its position as the sole aviation fuel operator at Sohar Airport, while holding approximately 50% market share at Muscat International Airport and 100% market share at Sohar International Airport.

Operational excellence remained a key differentiator in 2025. OOMCO successfully executed more than 24,000 fueling operations during the year without any major incidents or accidents, while achieving an on-time fuel delivery performance rate of 99.9%. In parallel, the Company optimized its operating cost base, delivering approximately 10% savings against the annual aviation budget, further strengthening financial performance.

OOMCO continues to strengthen its aviation fuel business, ensuring reliable supply, cost efficiency, and service excellence, positioning itself for sustained growth in an evolving market.

LUBRICANTS

In 2025, Oman Oil Lubricants delivered a strong performance, driven primarily by progressive growth in the B2B segment. Volume sales exceeded budgeted targets, supported by deeper penetration in key industrial and commercial accounts. A notable shift toward higher-margin specialty-grade lubricants

further strengthened performance, contributing significantly to value growth and reinforcing the SBU's position as a leader in the sector.

The introduction of Smart Gain Services for the Oil & Gas sector enhanced customer engagement, providing value-added technical solutions that differentiate the offering and support long-term partnerships. These services reinforce the brand's position as a solutions provider rather than a commodity supplier.

In BP and Castrol retail business, particularly small pack sales, performance experienced a temporary setback due to evolving consumer behavior, delayed payments, Chinese OEM influences, and changes in the high- and low-tier brand pricing matrix. Focused initiatives were implemented to protect market presence and optimize channel performance.

From a brand perspective, Castrol achieved a major milestone by being recognized as the Most Trusted Brand in Oman. Participation in a high-visibility campaign with a premium sports car brand further enhanced brand visibility and reinforced positioning as a preferred choice in the synthetic lubricants segment.

CUSTOMER CARE

In 2025, the Customer Care Department continued to support OOMCO's commitment to customer satisfaction by delivering efficient and reliable service across Oman and KSA. Through continuous engagement and proactive communication, customer inquiries, complaints, and fuel requests were managed effectively via the Customer Care Center System, ensuring a consistent and responsive customer experience.

Customer relationship strengthening remained a priority through annual engagement initiatives and leadership-led field visits. During Customer Week in October, executive management

and senior leaders conducted visits to service stations across multiple governorates in Oman, gaining direct insights into customer expectations and operational service challenges, which supported ongoing service improvement efforts.

In addition, the introduction of the Online Ordering Method marked a key development during the year, enhancing service accessibility while improving operational efficiency and consistency in service delivery.

INFORMATION TECHNOLOGY & DATA MANAGEMENT

In 2025, the Information Technology & Data Management (IT&DM) Department at Oman Oil Marketing Company (OOMCO) advanced its digital transformation agenda with several key achievements that improved operational efficiency, cybersecurity, and business integration.

A major milestone was the implementation of the service station sales automation solution in OOMCO KSA, which enhanced operational control, strengthened financial management, and ensured regulatory compliance.

To further reinforce cybersecurity, the department deployed Data Loss Prevention (DLP) and Mobile Device Management (MDM) solutions, significantly reducing risks related to unauthorized access and data breaches. The completion of the Data Classification Project strengthened data governance, improving security and compliance across the organization.

As part of OOMCO's strategy to enhance system reliability and optimize operational expenditure, the IT&DM Department successfully migrated the company's enterprise email infrastructure to Microsoft 365 after securing all regulatory approvals. This transition introduced advanced threat protection, multilayer security controls, scalable cloud resources, modern collaboration tools, and improved business continuity through

geographically redundant cloud services.

Digital innovation also progressed with the deployment of a project management system to enhance project tracking and reduce operational time and costs. Additionally, upgrades to the HR Performance Management System (PMS) improved performance monitoring and alignment between employee objectives and business goals.

Supporting OOMCO's goal of becoming a datadriven enterprise, the department initiated the development of a centralized enterprise data warehouse and integrated performance reporting platform. The modern architecture includes automated ETL/ELT pipelines, a unified data lake/lakehouse, and governed data marts covering operational, financial, CRM, ERP, loyalty, and IoT data. It also incorporates data quality frameworks, metadata management, data lineage, master data management, and rolebased governance to ensure accuracy, reliability, and audit compliance. This foundation enables near realtime dashboards, statutory and business reporting, selfservice analytics, and future AI/ML capabilities.

Through these strategic initiatives, the IT&DM Division has strengthened OOMCO's digital ecosystem, improved operational resilience, and positioned the company for continued growth. The division remains committed to driving innovation, operational excellence, and technological leadership in support of OOMCO's longterm business objectives.

MARKETING & DIGITAL

In pursuit of customer-centric excellence, the Marketing and Digital department at OOMCO have continued to drive growth, engagement, and innovation, leveraging digital transformation and strategic partnerships to enhance customer experiences. By implementing targeted marketing campaigns, introducing

innovative fuel initiatives, and strengthening digital outreach, OOMCO has successfully reinforced its position as a market leader in premium fuel offerings and retail excellence.

A key achievement was the expansion of Ultimax98 availability to more than 118 service stations nationwide, supporting sustained sales growth and securing strong margins from premium fuel offerings.

Brand reach and digital engagement recorded strong momentum throughout the year. OOMCO's social media platforms recorded a total increase of 9,320 followers across all channels (Instagram, LinkedIn, X, and Facebook), bringing the overall community to 299,439 followers. This growth was further supported by collaborations with more than 10 social media influencers. Ahlain achieved a rapid gain of over 10,000 followers within one month through a high-impact social media contest, while Café Amazon successfully met its 20K follower KPI.

Purpose-driven digital engagement remained a priority, highlighted by the Ramadan "Points for Good" campaign, which enabled app users to donate loyalty points for charitable causes, reinforcing OOMCO's commitment to community impact and meaningful customer engagement.

Customer loyalty and payment digitization advanced significantly during the year, with more than 134,000 loyalty cards activated. In addition, Basma Pay (NFC) was successfully launched in July 2025, achieving over 24,000 activated NFC stickers and enhancing convenience through seamless, contactless payments.

On the B2B front, digital transformation initiatives delivered tangible results, with PCMO small pack sales volumes increasing by approximately 26% and revenue growing by OMR 72K year-on-year. Mechanic promotions were successfully digitalized through the OOMCO App, providing real-time visibility into promotion effectiveness and establishing a strong foundation for

a data-driven secondary sales push through improved targeting and personalization. The initiative further enhanced brand advocacy, improved secondary sales performance, and enabled the company to capitalize on accurate, actionable data, while delivering instant gratification through a secure, verified, and user-friendly digital system.

Retail execution excellence was strengthened through the implementation of standardized planograms, shelf-dominance strategies, and enhanced point-of-sale materials with clear pricing, improving in-store visibility and customer purchase decisions across more than 40 retail sites. Merchandising audits were conducted with a focus on competitor share displacement and market presence, supported by over 1,200 shop visits to ensure consistent execution. In parallel, seven new branded oil change centers were successfully launched, creating dedicated customer touchpoints and reinforcing brand presence. Seasonal and regional targeting initiatives further supported growth, including Khareef promotions executed across 14 service stations and LubExpress locations, the launch of Maximo Ultra Marine specifically positioned for marine applications, and the sale of over 1,000 lubricant cans.

Through integrated marketing, digital innovation, and disciplined execution, OOMCO's Marketing and Digital function continued to enhance customer experience, expand market reach, and reinforce the company's leadership position in Oman's evolving energy and retail landscape.

DIGITAL ADVANCEMENTS

In 2025, OOMCO accelerated its digital transformation agenda through system modernization, enhanced governance controls, and scaled customer engagement initiatives across retail and B2B platforms. Key system upgrades included migration to a new customer loyalty system, implementation of a fraud prevention

framework, KYC enablement, advanced system uptime logs with incident reporting, POS machine application enhancements, statistics generator tools, the addition of new CRM channels, and the launch of a new voucher ecosystem via LikeCard, including fuel vouchers.

Customer experience improvements were driven by a full mobile application UI/UX revamp, resulting in enhanced app ratings and stronger digital adaptation. Google Maps integration was expanded to improve network accessibility and navigation, covering 223 service stations, 17 Ahlain stores, and 16 Café Amazon locations.

Loyalty and engagement initiatives were further strengthened through Lubricants loyalty program, Fillers Incentive Program, Ahlain SMS campaigns and Ramadan donation program.

Campaign execution maturity increased significantly, with a total of 175 campaigns executed during the year, comprising 152 production campaigns and 23 testing campaigns. These included 65 journey-based campaigns (18 production and 47 testing) and 16 promotional campaigns.

Geo-fencing capabilities were actively leveraged through targeted initiatives, including the Salalah geo-fencing campaign and journey-based geo-fencing campaigns designed to enhance contextual customer engagement.

Digital platform performance continued to scale throughout 2025, with the mobile application recording 259,000 downloads, 366,000 active users, and 252,000 registered loyalty users. Digital payments gained strong traction, with 146,000 Basma Pay (NFC) transactions processed during the year. Payment gateway activity reached 1.3 million transactions, generating a total transaction value of OMR 28.4 million.

Governance and risk controls were reinforced through enhanced

fraud monitoring capabilities. During the year, 296 filler-related fraud cases were identified, with the maximum individual case value estimated at approximately OMR 495, supporting improved transparency, loss prevention, and operational control.

These achievements reflect OOMCO's unwavering commitment to innovation, customer satisfaction, and technological excellence. By continuously enhancing its digital offerings, optimizing operational capabilities, and leveraging cutting-edge technologies, OOMCO remains at the forefront of digital transformation, ensuring sustained leadership in the fuel and retail industries.

OUTLOOK

As OOMCO continues to play a pivotal role in Oman's economic growth, the company remains committed to a forward-thinking strategy focused on new investments, strategic joint ventures, and the expansion of non-fuel revenue streams, particularly in Shop, Food, and Services (SFS). With a clear vision to become the most customer-centric fuel marketer in the GCC, OOMCO is actively expanding its local and international presence, with ongoing growth initiatives in the Kingdom of Saudi Arabia.

A key element of this expansion is the implementation of an innovative retail model, positioning OOMCO's service stations as lifestyle destinations. The introduction of MEGA service stations will redefine customer experience by offering a comprehensive range of facilities, including money exchange outlets, gyms, restaurants, post offices, laundry services, children's play areas, and family-friendly shopping centers. This unique approach reinforces OOMCO's commitment to enhancing customer convenience and establishing itself as the preferred one-stop-shop for fuel and retail services.

Beyond fuel retail, OOMCO is actively strengthening its lubricants

business, further expanding across regional and international markets. With an existing footprint in multiple countries, the company aims to solidify its position as a leading lubricants provider, leveraging innovation, quality, and market expansion strategies.

Guided by its five-year strategic plan (2022-2026), OOMCO remains focused on strategic diversification, domestic and international expansion, and a transition towards renewable energy solutions. By continuously expanding its footprint, diversifying revenue streams, and exceeding customer expectations, OOMCO is well-positioned to deliver innovative solutions that meet evolving market demands.

As we conclude our review of OOMCO's operational performance for 2025, we look ahead with confidence. With a customer-centric approach, strategic initiatives, and a commitment to innovation, OOMCO remains dedicated to driving sustainable growth and long-term success in the energy and retail sectors.

Tarik Mohammed Al Junaidi

Chief Executive Officer

CORPORATE SOCIAL RESPONSIBILITY REPORT 2025



OOMCO
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CORPORATE SOCIAL RESPONSIBILITY REPORT 2025

Oman Oil Marketing Company SAOG (“OOMCO” or the “Group”) remains committed to supporting the communities in which it operates through structured and impact-driven Corporate Social Responsibility (CSR) initiatives. A dedicated CSR budget is approved annually by shareholders at the Annual General Meeting and allocated to programs designed to deliver sustainable and measurable social value.

In 2025, OOMCO implemented a diversified portfolio of CSR initiatives addressing social welfare, youth development, entrepreneurship, and community engagement. The total CSR investment during the year amounted to OMR 147,972.

During the holy month of Ramadan, the Company launched the 8th edition of the ‘Ata’a’ Program, comprising seven initiatives aimed at addressing diverse community needs. These included the provision of Iftar meals to university students in partnership with the Food Bank, fuel support for ambulance services assisting elderly beneficiaries in collaboration with the Ihsaan Association, and the distribution 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 provide exposure and commercial opportunities for 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 remained a key pillar of OOMCO’s CSR strategy. The Company celebrated the graduation of the third cohort of its ‘Experience Hub’ Program, launched in 2022

in cooperation with the Ministry of Labor to provide young Omanis with practical work experience and transferable skills development. Furthermore, OOMCO launched the third edition of the 'Tamkun' Program in collaboration with the Youth Center, aimed at strengthening entrepreneurial and freelance capabilities among Omani youth and supporting sustainable venture creation.

During the Khareef season, OOMCO introduced the 'Oman Oil Bazaar' Initiative in the Dhofar Governorate in cooperation with the Authority for Small and Medium Enterprises Development. The initiative provides a structured marketing platform that enhances visibility, market access, and growth opportunities for local entrepreneurs and SMEs.

In alignment 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.

Through a focused, governance-led CSR framework, OOMCO continues to reinforce its role as a responsible corporate citizen, contributing to sustainable community development and long-term social value creation across the Sultanate.

Tarik Mohammed Al Junaidi

Chief Executive Officer

CORPORATE GOVERNANCE REPORT



We are pleased to present the Corporate Governance Report of Oman Oil Marketing Company SAOG ("OOMCO") for the year ended 31st December 2025.

COMPANY'S PHILOSOPHY

The principles of Corporate Governance form the foundation of OOMCO's operations. OOMCO applies these principles through a well-defined Corporate Governance framework that promotes transparency, accountability, and ethical conduct. This is supported by clear policies and procedures, effective internal controls, regular Board and committee oversight, transparent financial reporting, and strict compliance with applicable laws and regulatory requirements.

OOMCO is committed to adhering to the highest standards of Corporate Governance and fully endorses the guidelines on Corporate Governance for Public Joint Stock Companies issued in 2015 and its subsequent amendments by the Financial Services Authority (FSA). The Company's Board comprises six (6) independent directors and one (1) non-independent director, providing balanced oversight and strong support to Executive Management. This composition ensures an optimal mix of professionalism, knowledge, expertise, and experience to guide the Company effectively.

Our ongoing endeavor has always been to engage people of eminence as directors who can contribute meaningfully to corporate strategy, offer an external perspective and be a source of challenge and evaluation wherever appropriate. We are privileged to have directors whose contributions to trade and industry are widely recognized and respected.

BOARD OF DIRECTORS

COMPOSITION OF THE BOARD

The Board of Directors comprises of seven (7) members, all the Directors are Non-Executive, Omani nationals and six (6) of them are independent directors. During the year 2018, the FSA vide its "Code of Corporate Governance for Public Joint Stock Companies - amended the definition of the 'Independent director' and 'related parties. OOMCO complies with the FSA amended definition of Independent Directors.

Subject to the overall superintendence and control of the Board, the day-to-day management of the Company vests in the hands of the Executive Management team headed by Mr. Tarik Mohamed Sultan Al Junaidi, Chief Executive Officer (CEO) and includes, Mr. Musaab Faris Thabit Bingaradi, Chief Financial Officer (CFO), Mr. Gerard Yap (Chief Internal Auditor) Mr. Hussain Jamaa Ismail Bait Ishaq, Mr. Khamis Nasser Al Shuaibi, Mr. Amer Suhail Jabooob, Mr. Talib Omar Al Maadi, and Mr. Jaber Mansoor Al Wahaibi, Mr. Mohammed Hussain Al Mujaini, Ms. Rahma Al Busaidy.

The CEO and CFO are permanent invitees to OOMCO Board meetings. The General Counsel is the Board Secretary.

PROCESS OF NOMINATION OF DIRECTORS

Directors are appointed for three (3) years and retire by rotation and, if eligible, can offer themselves for re-election at the Annual General Meeting (AGM). There are arrangements for the filling of vacancies by the Board itself on a temporary basis. Individuals wishing to nominate themselves for election to Directorship on OOMCO's Board are required to complete and submit a nomination form to the Company at least five (5) working days before the AGM. The AGM notice and agenda is published in both English and Arabic daily newspapers at least two (2) weeks before the AGM.

The process as laid down in the Commercial Companies Law applicable in the Sultanate of Oman and by the Financial Services Authority (FSA) in conjunction with the Articles of Association of the Company. The Company has an induction program for Directors, which covers the business environment of the Company's businesses as well as specific Corporate Governance elements (e.g. Confidentiality, Disclosure of Interest etc.)

DISCLOSURES REGARDING APPOINTMENTS OR RE-APPOINTMENT OF DIRECTORS

The last election for the members of the Board of Directors was held at the Annual General Meeting (AGM) convened in 2024, where the AGM appointed seven (7) members to the Board of Directors as follows:

Abdulaziz Saud Al Raisi (Chairman)

Amal Suhail Bahwan (Vice-Chairman)

Mashaal Yaseen Moosa

Hamza Moosa Baqer

Hussain Ali Al Rashdi

Hussein Abdul Ridha Al Lawati

Areej Ahmed Al Toqui

During the year 2025, the same board composition continued except for one (1) variation. Hamza Moosa Baqer served as a Board member until 18th May 2025 and the Board of Directors appointed Adil Abdullah Al Yahyai to fill the resulting vacancy effective from 10th September 2025 in accordance with Article 201 of the Commercial Companies Law 18/2019 (as amended), subject to shareholder approval at the next AGM.

NUMBER OF BOARD MEETINGS

OOMCO Board of Directors held six (6) Board meetings during

the year 2025. These were held on 12th March 2025, 13th May 2025, 14th August 2025, 15th October 2025, 12th November 2025 and 11th December 2025. The maximum interval between any two (2) meetings has not exceeded the FSA required interval of a maximum of four (4) months.

DIRECTORS' ATTENDANCE RECORD AND DIRECTORSHIPS HELD IN OTHER PUBLIC LISTED COMPANIES INCORPORATED IN THE SULTANATE OF OMAN.

TABLE 1: DETAILS ABOUT OMAN OIL MARKETING'S BOARD OF DIRECTORS

NAME OF DIRECTOR	POSITION IN THE BOARD	BOARD MEETINGS HELD DURING THE YEAR 2025	BOARD MEETINGS ATTENDED DURING THE YEAR 2025	ATTENDED LAST AGM AS A BOARD MEMBER	DIRECTORSHIPS IN OTHER PUBLIC LISTED COMPANIES IN OMAN "S.A.O.G"
Abdulaziz Saud Al Raisi	Chairman (Non-Executive and Independent Director)	6	6	Yes	No
Amal Suhail Salim Bahwan	Vice Chairman (Non-Executive and Independent Director)	6	5	Yes	Yes - 2
Masha'el Ya-seen Moosa	Member (Non-Executive and Non-Independent Director)	6	6	Yes	Yes - 1
Hamza Moosa Baqer	Member (Non-Executive and Independent Director)	6	2	Yes	No
Hussain Ali Al Rashdi	Member (Non-Executive and Independent Director)	6	6	Yes	No
Hussein Abdul Ridha Al Lawati	Member (Non-Executive and Independent Director)	6	6	Yes	No
Areej Ahmed Al Touqi	Member (Non-Executive and Independent Director)	6	6	Yes	No

Adil Abdullah Al Yahyai	Member (Non-Executive and Independent Director)	6	3	N/A	No
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*Independent Director is defined in the eight principles of the Code of Corporate Governance.

INFORMATION SUPPLIED TO THE BOARD.

In order to facilitate proper governance, the following information amongst others was provided to the Board:

- Review of annual operating plans of the businesses, capital budgets, updates
- Quarterly results of the Company and its operating divisions or business segments
- Key discussion points at the meeting of Audit Committee
- Material notices of penalties, fines, and causes
- Fatal, serious accidents and dangerous occurrences
- Any material or significant effluent or pollution issues
- Any material relevant defaults on financial obligations to and by OOMCO or substantial non-payment for goods sold.
- Any issue which involves possible public, or product liability claims of a substantial nature.
- Details of any joint venture or collaboration agreements
- Transactions that involve substantial payment towards goodwill, brand equity or intellectual property
- Significant labour problems and their proposed solutions
- Significant development in the human resources and industrial relations fronts
- Sale of material nature of investments, subsidiaries, assets which is not in the normal course of business

- Material details of foreign exchange exposure and the steps taken by management to limit the risks of adverse exchange rate movement and
- Non-compliance with any regulatory, statutory or listing requirements or shareholder services such as non-payment of dividend

OOMCO Board members are routinely presented with the abovementioned information whenever applicable and materially significant. These are submitted either i) as a part of the Board agenda well in advance of the Board meetings; ii) are tabled during the Board meetings or iii) are tabled at the appropriate sub-committees of the Board.

The Board has, as required under the Corporate Governance guidelines, adopted internal regulations — those include adoption of principles, policies and procedures and practices for doing business and conducting affairs.

MATERIALLY SIGNIFICANT RELATED PARTY TRANSACTIONS

There have been no materially significant related party transactions, pecuniary transaction or relationships between Oman Oil Marketing Company SAOG and its Directors for the year ended 31st December 2025 that may have had a potential conflict with the interests of the Company at large. All the transactions with Related Parties were at arm's length.

REMUNERATION OF DIRECTORS: SITTING FEES, AND REMUNERATION

The remuneration policy is decided by the Board and approved at the AGM with the intent of attracting and retaining the highest quality of industrials/professionals to provide OOMCO with the right kind of strategic directions and improve operational

efficiencies. The appointed Board of Directors were paid RO 600/- as sitting fees for Board meetings and RO 300/- as fees for sub committees for every meeting attended during 2025. The Directors remuneration is governed and calculated as set out in the Commercial Companies Law and the regulations issued by the FSA.

TABLE 2: SITTING FEES PAID/PAYABLE TO DIRECTORS FOR THE YEAR 2025.

NAME OF DIRECTOR	SITTING FEES PAID IN 2025 (RO)
Abdul Aziz Al Raisi (ii)	5,100
Hamza Moosa Baqer (i)	2,400
Amal Suhail Bahwan (ii)	4,500
Areej Al Touqi (iii)	4,800
Mashaal Yaseen (ii) (iii)	6,000
Hussain Al Rashdi (i)	5,400
Hussein Al Lawati (i) (iii)	6,300
Adil Al Yahyai (i)	2,100
TOTAL	36,600

Note:

Includes sitting fees for Audit committee meetings

Includes sitting fees for Board Executive Investment Committee meetings.

Includes sitting fees for Nomination and Remuneration Committee meeting

The Board remuneration for the year ended 31st December 2025 is proposed to be RO 133,753 subject to Shareholder’s approval at the AGM which will be held on 30th of March 2026 at 3 pm on the Muscat Clearing and Depository SAOC (MCD) platform.

The total remuneration, sitting fees and expenses were paid to all the Board members (previous and current) during 2025 was RO 180,600.

DIRECTORSHIPS IN OTHER LISTED COMPANIES AND MEMBERSHIPS OF OTHER COMMITTEES

TABLE 3: DIRECTORSHIPS OF THE OOMCO BOARD IN OTHER PUBLIC JOINT STOCK COMPANIES LISTED IN MSX

NAME OF DIRECTOR	OTHER DIRECTORSHIPS	
	Name of the S.A.O.G Company	Position
Abdulaziz Saud Al Raisi	-	-
Mashael Yaseen Moosa	Abraj Energy Services S.A.O.G	Director
Amal Suhail Salim Bahwan	Al Jazeera Steel Products Co. SAOG National Bank of Oman SAOG	Chairperson Chairperson
Hussain Ali Al Rashdi	-	-
Hamza Moosa Baqer	-	-
Hussein Abdul Ridha Al Lawati	Sembcorp Salalah Power & Water Company SAOG	-
Areej Ahmed Al Touqi	-	-

DISCLOSURES BY THE BOARD MEMBERS

All details relating to financial and commercial transactions where Directors may have a pecuniary interest are provided to the Board, and the interested Directors neither participate in the discussion, nor do they vote on such matters.

COMMITTEES OF THE BOARD

Audit Committee

The Audit Committee comprises of three (3) Non-Executive Directors (all three are Independent).

The members are as follows:

Hussain Ali Al Rashdi	Chairperson
Hussein Abdul Ridha Al Lawati	Member
Adil Abdullah Al Yahyai	Member

Hamza Moosa Baqer served as an audit committee chairperson until 18th May 2025, and Adil Abdullah Al Yahyai joined the Committee after the resignation of Hamza Moosa Baqer as a committee chairperson effective 10th September 2025.

OOMCO continues to derive immense benefit from the deliberation of the Audit Committee. The Non-Executive Directors, are eminent professionals and have a sound knowledge of Finance, Accounts and Company Law.

During 2025, the Chief Internal Auditor served as the secretary to the Audit Committee. The CEO, the Chief Internal Auditor and the CFO are permanent invitees to the meeting.

The Chairperson of the Audit Committee meeting briefs the Board on the outcomes of the Audit Committee meeting during the Board meeting.

Some of the principal functions and duties of the Audit Committee are as follows:

- Overseeing the Company's financial reporting process and disclosure of financial information to ensure that the financial statements are correct, sufficient, and credible.
- Recommending the appointment and removal of external auditor.
- Reviewing with management and external and internal auditors, the adequacy of internal control systems.
- Reviewing the Company's financial and risk management

policies; and examining reasons for substantial default in the payment to depositors, bond holders, shareholders (in case of non-payment of declared dividends) and creditors, if any.

TABLE 4: AUDIT COMMITTEES' ATTENDANCE RECORD

NAME OF DIRECTOR	POSITION	NUMBER OF MEETINGS HELD DURING THE YEAR	NUMBER OF MEETINGS ATTENDED DURING THE YEAR
Hamza Moosa Baqer	Committee Chairperson	4	2
Hussain Ali Al Rashdi	Member	4	3
Hussein Abdul Ridha Al Lawati	Member	4	3
Adil Abdullah Al Yahyai	Member	4	1

*Hamza Moosa Baqer chaired the first two BACs before his resignation on 18th May 2025.

* the third BAC was chaired by Hussein Abdul Ridha Al Lawati

*the fourth BAC was chaired by Hussain Ali Al Rashdi

Board Investment Committee

The Investment Committee comprises of three (3) Non-Executive Directors:

Abdulaziz Saud Al Raisi Chairperson

Amal Suhail Bahwan Member

Mashaal Yaseen Moosa Member

The General Counsel & Board Secretary served as the Board Investment Committee Secretary during 2025. The Chief Executive Officer and Chief Financial Officer are permanent invitees to the meeting.

The principal functions and duties of the Board Investment Committee are as follows:

- To deliberate, review and recommend for approval of the Board on the merits of any new businesses to be set up or acquired or any investments proposals submitted to the Company.
- To deliberate, review and recommend for approval to the Board the Long-Term Plan, Annual Budget and any amendments to the long-term plan.
- To carry out any other functions may be delegated and authorized by the Board.

TABLE 5: BOARD EXECUTIVE INVESTMENT COMMITTEES' ATTENDANCE RECORD

NAME OF DIRECTOR	POSITION	NUMBER OF MEETINGS HELD DURING THE YEAR	NUMBER OF MEETINGS ATTENDED DURING THE YEAR
Abdulaziz Saud Al Raisi	Committee Chairperson	3	3
Amal Suhail Bahwan	Member	3	3
Mashaal Yaseen Moosa	Member	3	3

Board Nomination and Remuneration Committee

The Board's Nomination and Remuneration Committee (BNRC) comprises of three (3) Non-Executive Directors:

Hussein Abdul Ridha Al Lawati Chairperson

Mashaal Yaseen Moosa Member

Areej Ahmed Al Touqi Member

The General Counsel & Board Secretary served as the secretary to the BNRC during 2025 and the Chief Executive Officer & GM

Shared Services are permanent invitee to its meetings.

Some of the principal functions and duties of the Board Nomination and Remuneration Committee are as follows:

- Develop a succession plan for the board or at least for the chairperson.
- Provide succession planning for the Executive Management.
- Prepare a detailed document of the role and responsibilities for the directors, including the chairperson.
- Appraise the performance of the board members and the sub-committees.
- In the case of the CEO, recommending to the Board the appointment, remuneration, reward framework, KPI as well as assessment thereof.
- In the case of the Executive Management and based on the recommendation of the CEO, approving the appointment, termination or acceptance of resignation, remuneration, reward framework, and key performance indicators (KPI) as well as assessment thereof.
- The BNRC will interview the final three (3) recommended candidates- for each job.
- The BNRC will have the authority to attend interviews of any Executive Management posts and shall nominate any other board member to attend.
- The BNRC shall invite any other board member to the final interview for any Executive Management role, if required.
- Ensuring an appropriate succession plan is always in place for the CEO and Executive Management.
- Reviewing the qualifications and work experience of any individual being nominated to be appointed to the Executive Management.

- Reviewing and overseeing human resource policies and Omanisation plans.
- Reviewing and ensure the existence of a remuneration framework that adequately addresses Company needs in attracting and retaining competent employees considering market trends and practices.
- Interviewing any member of the Executive Management upon resignation or termination from the Company.
- Review the terms of reference and approve the appointment of any consultant to be retained by the Company to conduct any remuneration survey.
- Approve the participation of the Company in any remuneration survey conducted by third parties.
- The BNRC shall submit to the Board an annual plan and action.
- Any other tasks that may be assigned by the Board from time to time.

TABLE 6: BOARD NOMINATION AND REMUNERATION COMMITTEES' ATTENDANCE RECORD

NAME OF DIRECTOR	POSITION	NUMBER OF MEETINGS HELD DURING THE YEAR	NUMBER OF MEETINGS ATTENDED DURING THE YEAR
Hussein Abdul Ridha Al Lawati	Chairperson	3	3
Mashaal Yaseen Moosa	Member	3	3
Areej Ahmed Al Touqi	Member	3	2

*The first two BNRC meetings in 2024 were attended by the previous Committee members

DIRECTORS TRAINING

The Board recognizes the importance of training as a continuous education process for the Directors in order to ensure that the Directors stay abreast of the latest developments in corporate governance practices, business environment and new challenges, and to equip the Directors with the necessary knowledge and skills to enable them to fulfill their responsibilities and effectively discharge their duties. The Board also strives to enhance the culture and practices of good corporate governance.

MANAGEMENT & REMUNERATION

Recruitment and remuneration of the CEO is finalized by the Board with endorsement from the BNRC.

With respect to the selection of the key executives (other than contractors and the chief internal auditor), a selection process applied within the Company is used. The job of each executive and each other salaried employees of the Company is assigned an internal "Job Level" designation, based on the person's duties and responsibilities, the degree of special skill and knowledge required and other similar factors. Each job level is assigned a job rate. This job rate is determined according to surveys and other conditions.

This system is in widespread use within industry and adjusted from time to time. The same applies for the evaluation of staff where a comprehensive performance appraisal system is implemented.

The Remuneration Package of Executives, other than those recruited as contractors, is made up of basic salary, annual bonus, contributions to the Social Protection Fund (SPF) or end of service benefit and additional allowances and perquisites.

Employees' notice period and severance fees are specified in

the standard employment contract entered into by the Company with the staff. Generally, the employment contract carries a three-months' notice period. A severance fee is payable to an employee if the employee is terminated with less than the agreed notice period.

The annual bonus is determined with reference to the extent of achievements against challenging performance targets. The targets considered include financial, operational, social and environmental objectives.

During the year 2025 the total cost of the top seven (7) executives of the Company was approximately RO 1,145,544.13 including bonuses.

SHAREHOLDER MEANS OF COMMUNICATION WITH SHAREHOLDERS AND INVESTORS

The Company has its own website and all vital information relating to the Company, its business and performance, including quarterly results and official press releases are posted for all interested parties. The Company's website address is www.oomco.com. The detailed and full set of quarterly results is also posted on the Muscat Stock Exchange (MSX) website [Muscat Stock Exchange \(msx.om\)](http://Muscat Stock Exchange (msx.om)) or is made available to any shareholder requesting the same from the Company.

The summary of quarterly, half-yearly and the annual results of the Company's performance together with the Director's Report outlining the business performance, current issues and concerns as also other communication to shareholders (notice of general meetings, dividend payment) are published in leading newspapers in Oman in both Arabic and English. The Directors scrutinize these announcements at their Board meetings prior to publication to ensure that they are accurate and present a clear assessment of the Company's affairs.

Furthermore, the Company entertains specific meetings with analysts and shareholders, upon request and as appropriate.

DIVIDEND POLICY

The Company's dividend policy is to submit the optimum amount of profit in any operating year to Shareholders. If, in accordance with the business plans, funds and profits were likely to be available, the Company would like to pay a dividend. In line with this policy, the dividend distribution shall be decided in the AGM on 30th March 2026, and the pay-out shall be in April 2026.

The dividend pay-out would consider major investment plans, working capital requirements or other constraints.

DETAILS OF NON-COMPLIANCE BY THE COMPANY

OOMCO has complied with all matters relating to the capital market and the listing arrangements and no significant material penalties or strictures have been imposed on the Company by the FSA/MSX or any statutory authority during the period of this report.

GENERAL MEETINGS

The Company's Annual Report together with the Annual General Meeting (AGM) Notice and Agenda contain sufficient written clarifications on each item on the agenda of the AGM so that shareholders are suitably briefed on matters that are to be discussed to enable their effective participation. The Directors encourage shareholders to attend and participate in AGMs.

Questions posed - where possible are answered in detail either at the General Meeting itself or thereafter. Shareholders are welcome to raise queries by contacting the Company at any time throughout the year and not only during the AGM.

Details of the last three (3) Annual General Meetings are given in Table 7:

TABLE 7: DATE, TIME, AND VENUE OF THE LAST THREE AGMS

FINANCIAL YEAR (ENDED)	DATE	TIME	VENUE
31st December 2022	30th March 2023	7:00 PM	Crowne Plaza Hotel and Online MCD Platform
31st December 2023	28th March 2024	5.00 PM	MCD Platform
31st December 2024	27th March 2025	3:00 PM	MCD Platform

The Annual General Meeting for the financial year ending 31st December 2025, is scheduled to be held as per the details below:

Date: 30th March 2026 – 3pm

Venue: Online - MCD Platform

STOCK DATA

8.1 Table 8 gives the monthly high and low prices and volumes of OOMCO shares on the Muscat Stock Exchange (MSX) for the year ended 31st December 2025.

TABLE 8: MONTHLY SHARE PRICE DATA AND VOLUMES AT MSX

YEAR 2024	HIGH	LOW	VOLUME
January	0.8200	0.7360	6,081
February	0.7420	0.7340	25,280

March	0.7350	0.7200	32,502
April	0.7250	0.6920	174,661
May	0.6950	0.6600	160,097
June	0.6920	0.6400	49,825
July	0.7550	0.6380	371,836
August	0.8000	0.7350	130,617
September	0.8000	0.7550	12,998
October	0.7780	0.7600	41,034
November	0.8200	0.7800	70,001
December	0.8490	0.8000	25,669

Note:

High and low are in Riyal Omani per traded share. Volume is the total monthly volume of trade (in numbers) in Oman Oil Marketing share on the MSX.

8.2 PERFORMANCE IN COMPARISON WITH MSX INDEX (FOR THE RELEVANT SECTOR).



DISTRIBUTION OF SHAREHOLDING – REVIEW

As of 31st December 2025, OQ SAOC holds 46.3% of the ordinary shares, whereas 53.7% of the shares are held by investors or traded at the Muscat Stock Market. In line with

the Commercial Companies Law and the OOMCO Articles of Association 3,225,000 shares of the Company have a preferential characteristic, in that they are multi-vote shares. Oman Oil Company owning these multi-vote shares thereby can cast 34,830,000 votes (51.4%) at the General Meetings of the Company. However, this will not itself enable them to control an Extraordinary General Meeting of the Company. Table 9 gives the distribution pattern of shareholding of Oman Oil Marketing Company as on December 31st, 2025, and Table 10 lists the names of the top ten shareholders in the Company on the same date with the number of shares owned and percentage of holding (the top ten shareholders are determined based on holdings in single account and not multiple accounts).

TABLE 9: DISTRIBUTION OF SHAREHOLDING BY SIZE CLASS AS ON 31ST DECEMBER 2025

Holdings	SHAREHOLDERS		SHARES	
	Number	% of Total	Number	% to Total
Up to 5000	824	80.3%	1,206,309	1.97%
5,001 - 10,000	86	8.38%	622,870	1.02%
10,001 - 20,000	30	2.92%	404,890	0.66%
20,001 - 30,000	15	1.46%	371,578	0.61%
30,001 - 40,000	15	1.46%	309,256	0.50%
40,001 - 50,000	5	0.49%	223,844	0.37%
50,001 - 100,000	18	1.75%	1,275,964	2.08%
100,001 - 200,000	5	0.49%	750,707	1.22%
200,001 - 300,000	3	0.29%	655,150	1.07%
300,001 - 500,000	3	0.29%	1,245,616	2.03%
500,001 - 1,000,000	13	1.27%	6,934,732	11.31%
1,000,001 - 2,000,000	5	0.49%	6,246,752	10.19%
2,000,001 and above	4	0.39%	41,027,332	66.96%
	1,026	100%	61,275,000	100%

TABLE 10: TOP TEN (10) SHAREHOLDERS AS OF 31ST DECEMBER 2025

INVESTOR NAME	NO OF SECURITIES	HOLDING PERCENTAGE (%)
OQ SAOC	28,380,000	46.316
SOCIAL PROTECTION FUND	6,000,189	9.792
OMAN INVESTMENT AUTHORITY	3,929,343	6.413
Suhail Salim Abdullah Mukhaini Bahwan	2,717,800	4.435
Middle East Investment	1,930,466	3.150
UBHAR CAPITAL SAOC - TRUST 1	1,079,082	1.761
UNITED SECURITIES/ OMANI TRUST 2	1,079,068	1.761
VISION CAPITAL COMPANY SAOC/ LOCAL TRUST 2	1,079,068	1.761
OMAN NATIONAL INVESTMENTS DEVELOPMENT COMPANY SAOC / TRUST	1,079,068	1.761
NBO A/C TRUST 1	779,671	1.272
TOTAL INCLUDING PREFERENTIAL SHARES	48,053,755	78.423%

OUTSTANDING GDRS/ADRS/WARRANTS/CONVERTIBLE INSTRUMENTS AND THEIR IMPACT ON EQUITY

Not applicable for Oman Oil Marketing Company S.A.O.G.

UNCLAIMED DIVIDENDS

Under the Commercial Companies Law and FSA guidelines, dividends that are unclaimed for a period of more than six (6) months from the date of payment statutorily get transferred to the Investor Trust Fund administered by the Financial Services Authority. The unpaid dividends of Oman Oil Company from the entitlement date 27th March 2025 until 31st December 2025 amount to RO 4,908.450.

PROFESSIONAL PROFILE OF THE STATUTORY AUDITORS

The shareholders of the Company appointed PwC as its auditors for 2025. PwC in the Sultanate of Oman is part of PwC Middle East, which operates as a member firm of the global PwC network. PwC

has had a presence in the Middle East region for several decades and is one of the leading professional services firms in Oman.

PwC in Oman employs a significant number of professionals, including partners, directors, and qualified staff, comprising both Omani nationals and expatriates, delivering services across a wide range of industries.

PwC is a global network of professional services firms providing Audit and Assurance, Tax, and Advisory services. It operates in over 150 countries and employs more than 360,000 people across its member firms worldwide. PwC Middle East is part of the global network of firms that are members of PricewaterhouseCoopers International Limited, each of which is a separate legal entity.

AUDIT FEES

PwC billed an amount of RO 41,000 /- towards professional services rendered to the Company for the year 2025 including the cost for review of Corporate Governance Report.

AUDITORS REPORT ON FACTUAL FINDINGS ON CORPORATE GOVERNANCE

As required, the Auditors' have issued a separate report on Factual Findings on the Company's Corporate Governance Report and the application of Corporate Governance practices, which is annexed to this report.

ACKNOWLEDGEMENT BY THE BOARD

In accordance with the requirements of the Code of Corporate Governance for Public Joint Stock Companies, the Board of Directors hereby confirms the following:

- The Board is responsible for ensuring that the Financial Statements are prepared in accordance with the applicable accounting standards and regulatory requirements.

- The Company has established adequate and effective internal control systems, and the Board has ensured compliance with all applicable internal policies, laws, and regulations.
- There are no material matters that may adversely affect the Company's ability to continue as a going concern or to carry on its operations during the next financial year.

Abdulaziz Saud Al Raisi

Chairman

Tarik Mohamed Sultan Al Junaidi

CEO

**OMAN OIL MARKETING COMPANY SAOG AND
ITS SUBSIDIARIES
PARENT AND CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2025**

OMAN OIL MARKETING COMPANY SAOG AND ITS SUBSIDIARIES

Consolidated and Parent Company (separate) statement of financial position As at 31 December 2025

	Notes	Group		Parent	
		2025	2024	2025	2024
ASSETS					
Non-current assets					
Property, plant and equipment	5	55,630,417	52,534,322	35,274,712	35,835,395
Intangible assets	6	295,387	358,020	167,410	276,055
Right of use assets	7.1	67,109,293	52,564,631	21,941,319	20,264,211
Investment in subsidiaries	8.1	-	-	11,568,063	17,774,262
Investment in joint ventures	9	415,582	243,913	415,582	243,913
Other investment	10	324,872	297,340	324,872	297,340
Long term receivables	12.2	1,587,712	-	18,386,438	9,361,084
Deferred tax assets	19	2,604,482	2,175,179	2,604,482	2,175,179
Total non-current assets		127,967,745	108,173,405	90,682,878	86,227,439
Current assets					
Inventories	11	6,672,384	7,245,304	5,354,835	5,393,555
Trade and other receivables	12.1	87,363,201	70,908,108	79,642,382	87,607,770
Prepayments and other current assets	21	1,950,963	3,417,111	185,137	498,284
Cash and cash equivalents	13	82,235,129	97,332,313	77,478,047	71,058,563
Assets classified as held for sale	8.2	4,824,681	-	3,033,287	-
Total current assets		183,046,358	178,902,836	165,693,688	164,558,172
Total assets		311,014,103	287,076,241	256,376,566	250,785,611
EQUITY AND LIABILITIES					
Capital and reserves					
Share capital	14	6,450,000	6,450,000	6,450,000	6,450,000
Legal reserve	15	2,150,000	2,150,000	2,150,000	2,150,000
Foreign currency translation reserve	15	(192,187)	(164,113)	(192,187)	(164,113)
Retained earnings		82,089,721	77,801,226	82,089,721	77,801,226
Total equity		90,497,534	86,237,113	90,497,534	86,237,113
Non-current liabilities					
Lease liabilities	7.2	64,649,171	47,830,977	20,160,654	17,978,375
Employees end-of-service benefits	16	334,129	296,517	285,517	264,732
Total non-current liabilities		64,983,300	48,127,494	20,446,171	18,243,107
Current liabilities					
Trade and other payables	17	83,290,340	82,825,359	76,849,677	78,338,967
Bank borrowings	18	60,000,000	60,000,000	60,000,000	60,000,000
Advance from customers		2,133,630	2,283,564	2,133,630	2,283,564
Lease liabilities	7.2	5,189,691	5,189,691	3,549,088	3,424,125
Current tax liabilities	19	2,929,599	2,214,405	2,701,851	2,060,120
Environmental provision	20	198,615	198,615	198,615	198,615
Liabilities directly associated with assets classified as held for sale	8.2	1,791,394	-	-	-
Total current liabilities		155,533,269	152,711,634	145,432,861	146,305,391
Total liabilities		220,516,569	200,839,128	165,879,032	164,548,498
Total equity and liabilities		311,014,103	287,076,241	256,376,566	250,785,611
Net assets per share	30	1.403	1.337	1.403	1.337

These consolidated and Parent Company (separate) financial statements were approved and authorised for issue by the Board of Directors on 12 March 2026.

OMAN OIL MARKETING COMPANY SAOG AND ITS SUBSIDIARIES

Consolidated and Parent Company (separate) statement of profit or loss For the year ended 31 December 2025

	Notes	Group		Parent	
		2025	2024	2025	2024
Revenue	22.1	850,599,979	780,014,599	769,006,623	715,481,593
Other income	22.2	6,090,548	4,288,460	2,562,527	2,544,098
Cost of material consumed and goods sold		(796,363,160)	(729,537,440)	(722,322,573)	(672,407,145)
Staff costs	25	(9,944,106)	(9,167,454)	(8,317,379)	(7,616,845)
Depreciation and amortisation	5&6	(5,561,205)	(5,692,316)	(4,621,837)	(4,978,617)
Amortisation on right of use assets	7.1	(7,421,154)	(6,485,720)	(4,442,001)	(4,308,909)
Other operating expenses	26	(23,068,102)	(21,705,990)	(16,342,509)	(15,779,763)
Impairment loss on trade receivables	12	(714,724)	(1,098,735)	(472,786)	(1,053,449)
Operating profit		13,618,076	10,615,404	15,050,065	11,880,963
Share of loss from subsidiaries	8.1	-	-	(3,711,569)	(3,207,467)
Loss on revaluation of assets classified as held for sale	8.2	(431,745)	-	(431,745)	-
Share of profit/(loss) from joint ventures	9.1	5,558	(15,194)	5,558	(15,194)
Fair value gain/(loss) on other investment	10	27,532	(19,273)	27,532	(19,273)
Finance income	23	2,692,606	1,209,911	2,642,982	1,197,319
Finance cost on borrowings	23	(2,193,890)	(1,475,048)	(2,193,890)	(1,475,048)
Finance cost on lease liabilities	7.2	(3,357,016)	(2,919,497)	(1,250,490)	(1,154,006)
Profit before zakat and income tax		10,361,121	7,396,303	10,138,443	7,207,294
Zakat expense	19	(222,678)	(186,264)	-	-
Income tax expense	19	(2,093,139)	(1,753,397)	(2,093,139)	(1,750,652)
Profit after zakat and tax for the year from continuing operations		8,045,304	5,456,642	8,045,304	5,456,642
Loss after tax for the year from discontinued operations	8.2	(531,809)	(388,086)	(531,809)	(388,086)
Profit after zakat and tax for the year		7,513,495	5,068,556	7,513,495	5,068,556
Basic and diluted earnings per share	30	0.116	0.079	0.116	0.079

* The comparative figures have been restated to reflect the impact of assets held for sale in accordance with IFRS 5 'Non-current Assets Held for Sale and Discontinued Operations'. Please refer to note 8.2 for the details of assets held for sale.

Consolidated and Parent Company (separate) statement of other comprehensive income For the year ended 31 December 2025

	Group		Parent	
	2025	2024	2025	2024
Profit after zakat and tax for the year	7,513,495	5,068,556	7,513,495	5,068,556
Other comprehensive (loss)/income				
Items that are or may be reclassified subsequently to profit or loss				
Foreign operations -				
Foreign currency translation differences	(28,074)	185,407	(28,074)	(164,113)
Other comprehensive (loss)/income for the year	(28,074)	185,407	(28,074)	(164,113)
Total comprehensive income for the year	7,485,421	5,253,963	7,485,421	4,904,443
Total comprehensive income attributable to owners of the Company				
- Continuing operations	8,017,230	5,642,049	8,017,230	5,292,529
- Discontinued operations	(531,809)	(388,086)	(531,809)	(388,086)
	7,485,421	5,253,963	7,485,421	4,904,443

These consolidated and Parent Company (separate) financial statements were approved and authorised for issue by the Board of Directors on 12 March 2026.

