

The Gulf Intelligence Oman Energy Forum 2014



شركة النفط العمانية ش.م.ع.م.
Oman Oil Company S.A.O.C.



شركة تنمية نفط عُمان
Petroleum Development Oman



دليل للنفط ش.م.م.
DALEEL PETROLEUM L.L.C.

October 21st 2014
Al Bustan Palace,
Muscat, Oman

Thegulfintelligence.com Middle East Energy Series

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Welcome Note from Forum Chairman

Obtaining a Social Licence to Operate: How to Get It, and How to Keep It?

The 'social license to operate' is a metaphorical concept. "Social license" generally refers to a local community's acceptance or approval of a company's project or ongoing presence in an area. It is increasingly recognized by various stakeholders and communities as a prerequisite to development. It indicates that companies cannot operate sustainably without the support of society. The Sultanate of Oman is seeking to develop its energy sector from upstream to as far downstream as manufacturing and shipping as part of its in-country-value creation strategy that aims at diversifying the local economy and creating jobs, as well as attracting international investment and know how.

Oman's in-country value creation initiative seeks to empower every aspect of the domestic oil and gas supply chain, covering everything from providing technical assistance and expertise to small-scale local manufacturers to training the right people to work in the sector, while also ensuring that operators give back to the community. National and international companies active in Oman's energy sector, a major contributor to GDP, will naturally have to play a strategic role in this.

With oil and gas production accounting for about half of Oman's GDP, the energy sector plays a crucial role in the sultanate, not only as a source of government revenues but also as an employer of Omanis and a provider of knowhow and technology. Whether in the developed world, where unemployment rates in many countries remain stubbornly high despite large numbers of vacancies, or in developing economies such as Oman, where young and growing populations are entering the job markets, recent years have seen policymakers become increasingly concerned with meeting the challenge of matching workers' skills with labor market requirements. This is of particular importance in a highly-competitive, globalized world constantly striving to improve productivity, and requires a best-practice approach by all countries, including Oman, to education and training as part of a broad 'skills matching' strategy.



Gulf Intelligence facilitates knowledge exchange between stakeholders. The Dubai-based strategic communications and public affairs consultancy produces Thought Leadership forums and roundtable discussions on vital global topics with an architecture that ensures all participants engage in a dynamic exchange of useful knowledge with an enhanced networking experience. The Dubai-based firm assists clients to tap their own dormant intelligence and create knowledge reservoirs that can be utilized to elevate their posture amongst their peers and enhance their engagement with stakeholders.



Sean Evers Managing Partner, Gulf Intelligence

Mr. Evers is founder and Managing Partner of Gulf Intelligence. Sean has spent his career building groundbreaking media enterprises, starting with the award winning Punchbag Productions across Britain and Ireland, securing top award at the 1992 Edinburgh Festival. In the mid-1990s Sean Evers was appointed Cairo correspondent for The Financial Times. In 1997 he was recruited by Bloomberg to open up the Middle East commencing in the UAE and over the following decade he built-out the U.S. media company's regional network of bureaus from Cairo to Tehran, culminating in 2008 in Dubai being designated as the firm's fourth global hub. He attained a BA in Politics & Economics from the University of Notre Dame in Indiana in 1988, and went on to secure his LLB law degree at the National University of Galway, Ireland.



**His Excellency
Mohammed Hamad Al Rumhy**
Minister of Oil and Gas,
Sultanate of Oman

Special Guest

H.E. Mohammed Hamad Al Rumhy is presently the Minister of Oil and Gas, Sultanate of Oman. He graduated from Imperial College, London from 1980 and he was awarded B.Sc. in Tulsa University, Oklahoma, USA from 1982-1983 with a M.S. From 1986-1990 he studied at Imperial College, London, with a PH.D. Furthermore,

H.E. Al Rumhy holds Awards from Grand Cordon of the Order of the Rising Sun.

H.E. Al-Rumhy has also worked for P.D.O.-(Petroleum Development Oman) from 1980-1986 as a Petroleum Engineer. From 1990-1997 H.E. worked for Sultan Qaboos University, Oman, College of Engineering as Asst. Professor. He is holding a number of academic positions.

Since December 1997, he became the Minister of Oil and Gas. He is also Chairman of PDO Board of Directors, Chairman of ORPIC (Oman Refineries & Petrochemical Industrial Company), and Chairman of Telecommunications Regulatory Authority (TRA).



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OVERVIEW

Incorporated in 1996, Oman Oil Company (OOC) is the Sultanate's energy investment arm driving economic diversification and growth, by facilitating the transfer of knowledge and technology to maximise the value of Oman's natural resources within Oman and internationally. Over the past decade, our portfolio is built on developing and investing in profitable businesses, while our success is driven by building capabilities, nurturing talent and developing leaders. Our expanding portfolio covers over 40 investments in 15 countries, spanning seven sectors including upstream oil and gas, energy infrastructure, power generation, shipping and trading, mining and metals, refining and marketing and petrochemicals and fertilisers.

OMAN PRESENCE

Our local investments have been instrumental to the creation of multi-regional industrial hubs across the Sultanate. Our operations have been key to growing regional logistics hubs in Oman, such as in Duqm, Sohar and Salalah. We are doing our part to create new employment opportunities, boosting economic growth and encourage further investment.

INTERNATIONAL SCOPE

Our international business development strategy explores promising business opportunities, which will increase value retention in Oman by converting natural resources into finished products. We are also leveraging Oman's geo-strategic location to access growth markets.

UPSTREAM, DOWNSTREAM AND EMERGING BUSINESS

These three are our strategic business units. When it comes to Upstream, we are transforming Oman into a technology exporting country such as Enhance Oil Recovery techniques to develop and produce crude oil and natural gas from conventional and unconventional resources. Downstream plays a major part in our growth and Duqm is becoming a major focus for our operations, designated as the next major regional hub for the steel industry and hydrocarbon product storage, as well as for the refining and petrochemicals sector. As for Emerging businesses, we are focusing on the wider energy sector including energy infrastructure, shipping and trading, power, and metals and mining.

CSR PROGRAMME

We integrate Corporate Sustainability in all aspects of our operations. Oman Oil Company and its group of companies allocate up to 3% of profits to CSR initiatives every year in areas of training, entrepreneurship and capacity building in communities throughout Oman. In 2013, we received the prestigious Sultan Qaboos Award for Voluntary Work

OUR PEOPLE

Beyond energy development, we have Takatuf Oman, the human capital solutions provider for Oman Oil Company (OOC) and its group of companies. The dedicated company builds human resources capacity, nurtures talent and creates in-country resourcing. In addition, Takatuf Oman supports youth development to prepare them for the job market.



Eng. Isam AL Zadjali
Chief Executive Officer
Oman Oil Company

Forum Title Partner

Eng. Isam Al Zadjali joined Oman Oil Company as the Chief Executive Officer in September 2014. With over two decades of experience in the oil & gas sector, Isam is leading the Sultanate's energy investment arm towards further growth of its business portfolio to continue its substantial contribution to the country's ongoing economic diversification strategy.

Having previously served with Occidental as Senior Vice President for Business Development for the Middle East and North Africa region and President of Occidental Oman, Eng. Isam is currently responsible for over 40 dynamic companies and investments, as part of the OOC group, in upstream, downstream and emerging industries across 15 countries. Prior to his career at Occidental, he held various positions at the Ministry of Oil and Gas in Oman including the Director of Oil and Gas Operations and Director of Drilling. Eng. Isam was seconded to Petroleum Development Oman where he worked as a Well Site Drilling Engineer and Drilling engineer.

Eng. Isam is the Chairman of the Board of Directors of Oman Oil Company Exploration & Production LLC ("OOCEP"), Duqm Refinery & Petrochemical Industries Company LLC ("DRPIC"), Takatuf Oman LLC. He is also a member of the Board of Directors of Oman Shipping Company SAOC.

Eng. Isam holds a Bachelor of Science degree in Petroleum and Natural Gas Engineering from Pennsylvania State University, USA in 1992.

Forum Feature Guests



Mulham Al Jarf

Deputy CEO, Oman Oil Company

Mulham Al Jarf is directly involved in achieving Oman Oil Company's goals to pursue investment opportunities in the energy sector locally and internationally. As a Deputy CEO since 2004, Mulham oversees the Group's Strategic Business Units and subsidiaries to support the diversification of the economy in Oman. Over 15 years of contributions to successful OOC operations, Mulham held roles including Legal Counsel and Head of Project and Structured Finance. Mulham contributes to the business community as the Chairman of Sohar Aluminum Company LLC, Salalah Methanol Company LLC, Takatuf Oman LLC, and OXEA S.a.r.l. He is the Vice Chairman of Oman Oil Marketing Company SAOG as well as a Director of Duqm Refinery and Petrochemical Industries Company LLC, Oman Oil Refineries and Petroleum Industries Company SAOC, and Oman Arab Bank SAOC.



Clare Woodcraft-Scott

Chief Executive Officer, Emirates Foundation

Clare Woodcraft-Scott is the CEO of Emirates Foundation, the national foundation of the UAE, and is responsible for driving its vision of supporting youth development in the country. Woodcraft-Scott brings over 20 years of experience working in the field of sustainable socio-economic development in the Middle East and Africa as a development practitioner, a journalist and a corporate executive specializing in youth, sustainability and social investment. Prior to joining Emirates Foundation, Woodcraft-Scott was Deputy Director of Shell Foundation, working on building social enterprises to help address global development challenges. Earlier, Woodcraft-Scott worked as the Regional Director of Communications for Royal Dutch Shell in the Middle East and North Africa managing the oil major's social investment portfolio in the region and addressing issues related to sustainability. Woodcraft-Scott is a fluent Arabic speaker holding a bachelor's degree in Arabic and French from Salford University in the UK and a Masters in Development from the London School of Economics.



Isehaq bin Juma al Kharusi

Deputy Chairman, The General Federation of Oman Trade Unions

Isehaq Al Kharusi was born in November 11, 1980. In 1998 he started higher education by joining Nizwa Technical College for three years to graduate on 2001 having Diploma in Electronic & Telecommunication Engineer. In September, 2001 he joined WorleyParsons Oman Engineer LLC as draftsman from 2001 to 2002, then Junior Designer from 2002 to 2004, then Designer from 2004 to 2009 and as Senior Designer from 2009 to 2010. The beginning of the trade union action was in 2006 which started by collecting information from Ministry of Manpower. He was later elected as a leader of trade union in 2008. Isehaq is aiming to maintain the stability of national workers in the company by creating some privileges and incentives, creating competitive environment and demanding rights stipulated by the Omani Labour Law. Isehaq has participated in the International Labour Conference in 2010 and 2014 and Arab Labour Conference in 2013. Isehaq is now the Deputy Chairman of the General Federation of Oman Trade Unions since February 2014.



Khalifa Said Salim Al-Abri

Acting CEO, Public Authority for SME Development Oman

Khalifa Said Al Abri, Acting Chief Executive Officer of the Public Authority for SME Development, holds a BA in economics from the University of Jordan and a Master of science in Development Management from Glasgow Caledonian University. He works for Oman's Government since 1986 and held several positions, where he served as Director of Arab & International Organizations in the Ministry of Finance and Economy, and then as director-general for economic affairs and later Director General for Private Sector affairs in the Ministry of National Economy.

Forum Feature Guests



HE Nasser Bin Khamis Al-Jashmi

Undersecretary, Ministry of Finance, Sultanate of Oman

H.E. Nasser bin Khamis Al Jashmi was the Undersecretary of the Ministry of Oil & Gas between 2003 and 2013 before he was appointed as the Undersecretary of the Ministry of Finance in December 2013. In 1989, H.E. Al-Jashmi was part of the Office of the Deputy Prime Minister for Financial and Economic Affairs and served in a number of roles including Financial Researcher, and Director of the Department of Committees and Councils. In 1997 he was appointed as the Director General of the Budgets and Contracts, before joining the Ministry of Oil & Gas in 2003. HE Al-Jashmi is the Chairman of the Board of Directors of the state owned Oman Oil Company and Sohar International Development Company. In addition, he is a member of the Financial Affairs and Energy Resources Council, and Board of Directors of Petroleum Development Oman, State General Reserve Fund, Civil Service Pension Fund, National Center for Statistics & Information, Public Authority for Electricity and Water, Oman Investment Fund and Rafd Fund. H.E. Al-Jashmi formerly served on the Board of Directors of Oman Tourism Development Company (OMRAN), Central Bank of Oman, Oman Refinery Company, Oman Aviation Services, Pak Oman Investment Company, Oman LNG, Oman Gas Company, Qalhat LNG, Gulf Energy Maritime, Oman Shipping Company and Oman International Bank. He also served as the Chairman of the Joint Management Committees of Oxy Mukhaizna, Oxy Oman – Block 9 and BP Khazzan Makarem Fields. H.E. Al-Jashmi holds a Master's degree in Applied Economics from The American University in Washington DC, USA.



Dr. Faouzi Bensarsa

Regional Development Adviser, European Commission

PhD in energy, Dr Faouzi Bensarsa has a large experience of the petroleum industry worldwide. He has been involved in external energy policy issues in the European Commission since more than 20 years. He has a broad knowledge of the global energy and climate challenges and in particular those linked with European energy security and sustainability. He has actively contributed to the development of the European external energy policy, in particular with respect to the former Soviet Union, the Mediterranean, Africa and the Middle East region. Currently Dr Bensarsa occupies the position of Senior Energy Adviser at the Directorate General for Development and Cooperation, where he has been involved in particular in SE4ALL and advising on energy issues with EU's partner countries at the European Commission.



Jonas Moberg

Head of Secretariat,
Extractive Industries Transparency Initiatives (EITI)

Before joining the EITI, Jonas was a Senior Advisor to the UN Global Compact. Prior to that, he was Director for Corporate Policy and Practice at the Prince of Wales International Business Leaders Forum, London, which he joined in 2002. At IBLF, he oversaw the Forum's programmes 'Business and Human Right and Conflict' and 'Business and Corruption'. During 1996-2002 Jonas worked for the Swedish Ministry for Foreign Affairs. During this tenure he worked at the Foreign Ministry in Stockholm and was posted to Mozambique and the United Kingdom. Jonas holds Masters degrees in Law from the University of Stockholm and the London School of Economics. During 1992-1996 he was the Vice Chairman of the Swedish National Committee for United World Colleges.

Forum Feature Guests



Rod MacGregor

President & CEO, GlassPoint Solar

Rod MacGregor is the CEO of GlassPoint Solar, the leading provider of solar steam generators for the oil and gas industry. For more than two decades, MacGregor has led global companies across the United States, Europe, China and the Middle East. MacGregor's companies have partnered with a range of multinational corporations across the energy, software and electronics industries, including AT&T, Intel, Volkswagen and Royal Dutch Shell. MacGregor is an engineer by trade committed to developing and scaling disruptive solutions. His first company, Insignia Solutions Ltd., received the Queen of England's award for technical achievement and the Queen's award for export achievement, and subsequently went public on NASDAQ. MacGregor has founded three other venture capital-backed companies, which achieved successful market exits. Originally from Scotland, MacGregor received his B.S. in Computing Science from Glasgow University. He now lives in California and Oman.



Imelda Dunlop

Executive Director, The Pearl Initiative

Imelda Dunlop is the Executive Director of the Pearl Initiative, the leading independent, not-for-profit, by-business for-business organisation working to influence and improve corporate accountability, governance and transparency in the Gulf Region. She has lived in Dubai since 2002. Imelda is a former Director of the World Economic Forum in Geneva, Switzerland where she worked with business executives to progress issues of social importance and business relevance with government, civil society and academia. She also spent much of her career at Monitor Company, a leading global corporate strategy consulting firm. Imelda's first degree is a BSc in Chemical Engineering from the University of Birmingham in the UK. She has a Masters in Business Administration (MBA) from INSEAD in France.



Mansoor Jamal Malik

Managing Partner, Al Busaidy Mansoor Jamal & Co.

Mansoor is the managing partner of Al Busaidy, Mansoor Jamal & Co, a top-tier, globally-ranked, full-service law firm in Oman which he founded in the mid-1980s. Mansoor is a recognised expert on Oman's legislative and regulatory frameworks with in-depth knowledge of law and practice in both the contentious and non-contentious fields. He has been involved in most of Oman's infrastructure and privatisation projects over the past two decades in key industry sectors including oil and gas and petrochemicals. Mansoor advises corporate and institutional clients on all aspects of project development, finance and operations including employment law issues, policies and procedure, regulatory compliance, and related international conventions. He is often called upon by government bodies to review and revise new laws and regulatory frameworks. A UK-qualified barrister and member of leading London chambers, Thirty Nine Essex Street, Mansoor also enjoys rights of audience before Oman's Supreme Court and is a licensed Court of Appeal arbitrator.



Jonathan Campbell-James

Director Fraud Investigation & Dispute Services, Ernst & Young

Jonathan Campbell James is a Director in EY's Fraud Investigations and Dispute Services team covering the Middle East & North Africa. Jonathan has spent over 30 years in the fraud and security field, both in government service, mostly in the Middle East, and in the financial services sector. Before joining EY, Jonathan worked for HSBC, firstly for 5 years as the Regional Head Security & Fraud Risk for the Middle East & North Africa, based in Dubai, and latterly in the same role for the HSBC Global Private Bank in Geneva. Both with HSBC and with EY, Jonathan has led a series of major fraud, due diligence, and anti-corruption investigations, but he has also advised companies and organisations on how to strengthen their corporate governance regimes to reduce the risk of fraud and corruption occurring. Additional to his anti-fraud experience, Jonathan has hands-on practical experience in testing times of managing security, political risk, business continuity and information security issues across the Region. Jonathan studied Modern Middle Eastern Studies at Durham University, and prior to joining the commercial world served a full career in military intelligence focused on the Middle East.



Forum Premier Partner

Petroleum Development Oman (PDO) is the major exploration and production company in the Sultanate. It accounts for about 70% of the country's crude-oil production and nearly all of its natural-gas supply. The Company is owned by the Government of Oman (which has a 60% interest), the Shell Group (which has a 34% interest), Total (which has a 4% interest) and Partex (which has a 2% interest). Gas fields and processing plants are operated by PDO exclusively on behalf of the Government. ICV: PDO and its contractors created more than 5,700 employment and training opportunities for Omanis in 2013, meaning more than 10,000 have been generated since 2011. It also broadened its support of domestic businesses to include technical assistance, ring-fencing the supply of locally manufactured goods, the establishment of Omani repair facilities and in-country engineering services. In addition, PDO awarded contracts worth US\$540 million to Super Local Community Contractors. Social Investment: PDO's efforts in social investment were recognised with the prestigious Annual Gulf Co-operation Council of Ministers of Social Development Award in Bahrain in appreciation of its contributions to sustainable development in Oman. PDO completed 13 projects including the construction of the Ghabah Health Centre and signed eight agreements to invest around US\$9 million on vital community facilities. Environment: The Amal West solar steam generation pilot, established to test the viability of producing low-cost, energy-efficient steam from solar energy for use in thermal EOR to extract heavy oil, has produced over 13,000 tons of steam, saving almost one million cubic metres of gas and 1,800 tons of CO2. A flaring reduction project in the South of the Company's operations was another success and this should eliminate the flaring of associated gas at a rate of 780,000 cubic metres a day. Safety: PDO achieved the best-ever safety record in its history in 2013. The Total Lost Time Injury Frequency (LTIF) was 0.26 and the Total Recordable Case Frequency (TRCF) was recorded at 0.98. This ranks amongst the best in the industry for the level of activity and exposure PDO has.



Raoul Restucci

Managing Director, PDO

Raoul started his career in Shell International in 1980, following his graduation from Nottingham University in the UK with a degree in mining engineering. After working in The Hague in production technology, he held several positions in Brunei in the areas of well-site operations, production engineering and economics, before moving to Qatar Petroleum as head of Economics and Planning, followed by Production Technology and later as Petroleum Engineering Manager at Al Furat Petroleum Company in Syria. Following this, Raoul served Shell in several other senior positions; he later was appointed Executive Vice President for Middle East, Russia and CIS, of Shell E&P Middle East based in Dubai, and was a member of PDO's Board of Directors representing Shell. He assumed the role of Managing Director in October 2010 and in this position is responsible for the day-to-day management of the Company in accordance with the programme and within the budget approved by the Board of Directors. Raoul is married with three children. He enjoys sailing and playing golf "off the fairway".

Knowledge Exchange Breakout Sessions



B1: Human Stream hosted by PDO

How should Oman's Draft New Labor Law be Consistent and Aligned with Energy Industry Requirements, Practices and Standards?

As Oman is gearing up to introduce a new labor law that—among other things—aims to provide more job opportunities for Omanis, industries are seeking clarification on how the legislation may affect activities in their respective sectors. For the energy industry, a key stakeholder in the sultanate's economy, the prime issue revolves around whether the new law will be consistent with the oil and gas sector's practices and standards, and conducive to its operational environment.

Featured Speakers:

- Abdul-Amir Ajmi, External Affairs Director, PDO
- Ishaq bin Juma Al Kharusi, Deputy Chairman, The General Federation of Oman Trade Unions (GFOTU)
- Mansoor Jamal Malik, Managing Partner, Al Busaidy Mansoor Jamal & Co.
- Moderator: Sean Evers, Managing Partner, Gulf Intelligence



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B2: Industry Stream hosted by OOC

100-Year Outlook: Oman Meets All Domestic Power Needs in the year 2100 Via Nuclear, Clean Coal and Renewable Energy Produced Locally and in the GCC – What is the Roadmap?

Oman may have to more than double domestic power generation capacity by 2020 if electricity demand continues to grow at the existing rate of about 10-11 percent annually, adding significant pressure on the sultanate's already tight natural gas resources used to fire local power stations. The picture isn't set to change much in the longer term. This rising energy demand is presenting Oman with a string of challenges. It needs to decide on whether or not to let its LNG export commitments expire in the next decade and forego on much needed revenues to save gas for domestic power generation. It will also have to devise a long-term strategy to diversify its energy mix and add alternative power generation sources. In addition, it must continue exploring options to secure reliable gas import channels.

Featured Speakers:

- Dr Salim AL Huthaili, Strategy and Performance Director – Downstream Business, Oman Oil Company
- Dr. Faouzi Bensarsa, Regional Development Adviser, European Commission
- Haji Al Balushi, Former Director-General for Vocational Training, Ministry of Manpower, Oman
- Rod MacGregor, President & CEO, Glasspoint
- Moderator: Marcus George, Associate Editor, Gulf Intelligence



B3: Technology Stream hosted by BP

Tight and Shale Gas Developments Using Locally Developed Technologies Could One Day Reverse the Sultanate's Feedstock Fortunes – Wishful Thinking?

The development of unconventional hydrocarbon resources such as shale oil and gas in North America has transformed the global energy landscape. In Oman, where natural gas is in high—and rising—demand, the development of the unconventional Khazzan tight gas scheme by BP with OOCEP is expected to meet around a third of the country's current domestic gas needs at plateau level in 2018. Other tight reservoirs are being evaluated, while potential shale plays are emerging on the radar. Going forward, tight and shale gas developments using local technologies could potentially reverse the sultanate's feedstock fortunes and provide sufficient volumes to feed domestic industries and exports – wishful thinking?

Featured Speakers:

- Eder Lizcano, VP Subsurface, BP
- Dr. Syham Bentouati, Head of New Technology Implementation, PDO
- Moderator: Oliver Klaus, Associate Editor, Gulf Intelligence

Forum Premier Partner

On 16th December, 2013, BP and the Government of the Sultanate of Oman signed a gas sales agreement and an amended production sharing agreement for the development of the Khazzan field, with BP as operator.

The full field development will involve a drilling programme of around 300 wells over 15 years to deliver plateau production of one billion cubic feet (28.3 million cubic meters) of gas per day and 25,000 barrels per day of gas condensate. This volume is equivalent to around a third of Oman's total daily domestic gas supply and will make a significant contribution to ensuring continuing stable supplies from domestic sources. BP is a major new investor in Oman, bringing pioneering technology and experience to develop one of the Middle East's largest unconventional gas resources.

BP Oman is also committed to investing in Omani talent. Omani professionals make up more than 70% of our workforce and BP is continuing to invest in hiring and training local talent to support our long term operations in the country



Dave Campbell

General Manager and Vice President Operations, BP Oman

Dave Campbell is the General Manager and Vice President Operations at BP Oman with accountability for all BP business in Oman and also to safely deliver the Khazzan Development.

Prior to joining BP Oman, Dave worked for BP for 23 years, starting in Hull, UK in Petrochemicals and has also worked in BP Solar, NGL's business and a number of operations roles in Upstream in Canada and Egypt. Dave received MEng degree in Chemical Engineering from Nottingham University in UK.

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C1: Human Stream hosted by Gulf Intelligence

Eye on SMEs: What Types of Omani Businesses Should Qualify as SMEs When Awarding Contracts in Oman's Energy Sector and What Role and Obligation Does Industry Have to Support Omani SMEs to Upgrade Skills to Compete?

In the majority of G7 economies, SMEs are an important economic driver, accounting for a greater proportion of GDP than large enterprises. As Oman seeks to foster the development of its domestic SME sector, a key issue for the energy industry is to ensure that new and existing SMEs entering the market are qualified in terms of skills and capabilities, while at the same time meeting stringent industry quality, environmental and safety standards.

Featured Speakers:

- Khalifa Said Salim Al-Abri, Acting CEO, Public Authority for SME Development
- Dr. Tarik Yousef, Chief Executive Officer, Silatech
- Raoul Restucci, Managing Director, PDO
- Imelda Dunlop, Executive Director, The Pearl Initiative
- Moderator: Marcus George, Associate Editor, Gulf Intelligence



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C2: Industry Stream hosted by OOC

Creating Value: What are the Best Models for Oil Companies to Deliver In-Country Value and What are the Most Appropriate Rules to Enforce?

Oman's in-country value (ICV) creation initiative seeks to empower every aspect of the domestic oil and gas supply chain, covering everything from providing technical assistance and expertise to small-scale local manufacturers to training the right people to work in the sector, while also ensuring that operators give back to the community. National and international companies active in Oman's energy sector, a major contributor to GDP, will naturally have to play a strategic role in this.

Featured Speakers:

- Said AL Sarhani, ICV Director, Takatuf Oman LLC, A member of OOC
- Abla Al Riyami, ICV Director, PDO
- Clare Woodcraft-Scott, CEO, Emirates Foundation
- Moderator: Dyala Sabbagh, Partner, Gulf Intelligence

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C3: Technology Stream hosted by Daleel Petroleum

Enhancing EOR: What EOR Technology Gaps Still Exist in Oman and What R&D Should be Done In-country to Deliver Solutions for the Short and Medium Term?

Oman has played a pioneering role in the application of enhanced oil recovery (EOR) techniques in the Middle East. Over the past decade, the sultanate has managed to stem and reverse a decline in domestic oil output, introducing techniques such as miscible gas injection, steam injection and polymer flooding in its oil sector, in addition to applying solar EOR for the first time in the region. More of that pioneering spirit, combined with new EOR technologies, will be needed going forward as the country prepares to tap more of its largely heavy crude oil reserves to further advance production levels.

Featured Speakers:

- Eng. Nasser Al Rawahi, E&D Manager, Daleel Petroleum
- Dr. Syham Bentouati, Head of New Technology Implementation, PDO
- Rod MacGregor, President & CEO, Glasspoint
- Moderator: Oliver Klaus, Associate Editor, Gulf Intelligence

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Daleel Petroleum Company LLC is one of the leading oil producing companies in the Sultanate of Oman. It is a joint venture registered in Oman between Meزون Petrogas SAOC (Subsidiary of MB Holding and Meزون Petrogas BVI (Subsidiary of China National Petroleum Corporation). The core business of the company is the production of oil, as well as exploiting and optimizing precious future reserves. This is a key contribution to the socio-economic development of the country. The main stakeholder is the Government of the Sultanate of Oman. Daleel Petroleum has built a very good foundation of ever more efficient production, use of latest technology, ethical business standards and social responsibility. Operating in Block 5, onshore Oman approximately 450 km North West of Muscat, the dedicated and talented workforce is successfully propelling production efficiency.



Gong Changli
CEO, Daleel Petroleum LLC

1986-1990 Northeast Petroleum University, China, B.Sc. of the petroleum engineering. 1990-2004 CNPC Jilin Petroleum Group, 15 years experience in hydraulic fracturing proposals and implementations. 2004-2006 The Haskayne School of Business, Canada. MBA. 2006-2009 PetroChina Dagang Oil Field Company, China, the project manager of Zhaodong offshore project, Bohai Bay, Tianjin. His first overseas assignment was in Iraq for a duration of eight months from November 2009 to June 2010. In July 2010, Mr. Gong was assigned to Oman where he took over the position of CEO at Daleel Petroleum LLC.



As one of the world's leading energy companies, Shell plays a key role in helping to meet the world's growing energy demand in economically, environmentally and socially responsible ways. Shell considers its impact on people, communities and the environment in all of its business decisions. Shell's commitment to the Sultanate of Oman's social development stems from a desire to give something back to a country that has been an integral part of Shell's success over the years and from its desire to be a responsible corporate citizen of Oman. Shell is active in Oman across the oil and gas industry and is involved in joint venture and independent activities ranging from research and development, exploration and production to trading and retail. Shell also implements extensive social investment programmes that contribute to the sustainable development of the country. For more information about Shell in Oman, visit: www.shell.com/oman.



Chris Breeze
Country Chairman, Shell OMAN

Chris Breeze was appointed as Shell's Country Chairman in Oman in January 2014. Earlier he was Senior Adviser for the Middle East and North Africa (MENA) in Shell's Government Relations department, which involved providing political and government relations advice to Shell's Executive Committee and its network of Country Chairmen and business leaders in the MENA region. Before joining Shell, Chris spent 25 years as a diplomat in the UK Foreign and Commonwealth Office (FCO). His overseas postings for the FCO included Egypt, Turkey, India, and Cyprus. Chris read Modern History and Economics at Exeter College, Oxford University.



D1: Human Stream hosted by Gulf Intelligence

Stepping it up: What Measures Should Oman Adopt to Improve Transparency & Accountability in Government?

Over the past three years, Omani authorities have turned their focus to improving transparency and accountability, strengthening domestic laws by boosting the powers of the state auditor to investigate suspicious cases, and referring a number of public officials – and private sector executives – to the prosecution. Authorities have also ordered public sector employees to meet financial disclosure requirements and signed the U.N. Convention against Corruption (UNCAC). Still, for now the sultanate ranks only 61st in Transparency International's most recent corruption perception index, far behind the United Arab Emirates at 26 and Qatar at 28.

Featured Speakers:

- Jonas Moberg, Head of Secretariat, EITI
- Imelda Dunlop, Executive Director, The Pearl Initiative
- Jonathan Campbell-James, Director Fraud Investigation & Dispute Services, MENA, Ernst & Young
- Moderator: Marcus George, Associate Editor, Gulf Intelligence

Forum Moderators



Dyala Sabbagh

Partner, Gulf Intelligence

Dyala Sabbagh, who has presented the BBC and CNBC's signature Middle East business shows, is a much sought after Moderator and Master of Ceremonies for government, corporate and charity events across the region, that have included special guests U.S. President Bill Clinton, Queen Rania of Jordan and Sir Bob Geldof. During her print and broadcast career, Dyala has interviewed a cross-section of business and political leaders. Ms. Sabbagh's combination of a U.K. public school education with Lebanese origins, international broadcast experience, and fluency in Arabic and English, has seen her emerge as a face of the modern Middle East. Dyala started her career in banking with Credit Suisse First Boston and moved onto media.



Oliver Klaus

Associate Editor, Gulf Intelligence

Oliver Klaus is Gulf Intelligence's Editorial Associate Director. Previously, he worked for German engineering and electronics giant Siemens, where, as head of media relations for the Middle East, he managed all press work across the 16-country-strong Siemens Middle East region. Oliver started his media career with the esteemed Middle East Economic Digest (MEED) in 2000, where his reporting on Saudi Arabia's energy industry helped the publication win one of the UK's coveted Periodical Publishers Association (PPA) awards in 2003. In 2006, Oliver joined Dow Jones News-wires in Dubai as energy correspondent, covering OPEC and regional energy affairs. As Middle East assistant managing editor and acting managing editor he subsequently helped manage a team of 15 reporters and correspondents working for the Zawya Dow Jones News Service. Oliver was educated at London's School of Oriental & African Studies (SOAS), the University of Alexandria in Egypt and Germany's University of Cologne (Köln).



Marcus George

Associate Editor, Gulf Intelligence

Marcus is an independent correspondent and analyst based in Dubai covering the Gulf region and with a special focus on the Islamic Republic of Iran. Alongside Gulf Intelligence, Marcus writes for Energy Intelligence, BBC News among other publications and is a Middle East contributor for Sky News and BBC News programmes and Monocle magazine. Marcus spent 2012 and 2013 as a special correspondent covering Iran for Reuters news agency, reporting on the country from domestic politics to the effects of sanctions imposed against its energy and banking sectors. Prior to that he worked for at BBC News for a decade across BBC World Service News as a reporter and producer and a BBC correspondent based in Washington DC.



Based in the DIFC Dubai, OTI was jointly founded by the Oman Oil Company and Vitol Group; two formidable forces that have carved a niche for themselves in the global energy market. OTI's key role is trading oil, petroleum products, and petrochemicals in the global market place through its extensive trading & marketing network. With 5 offices in the Middle East, Singapore, China and Europe, OTI is a fully fledged entity with access to all necessary trading tools, adding value to all stakeholders. In addition to products sourced from Oman, the Company actively generates more than 35% of third-party trading volume within regional and international markets. Growing from 13,000 barrels of crude per day in 2006 when OTI was established, to over 110,000 barrels today, the company has grown rapidly. Today we trade over 14 million tons of energy and petrochemical products



Talal Al Awfi

CEO, OTI

Talal Al Awfi is currently the CEO of Oman Trading International, the joint venture company between Oman Oil Company and Vitol. He holds more than 15 years of experience in oil and petrochemical marketing and trading. He held several key positions including Directorship of the Marketing Department at the Ministry of Oil and Gas, during his tenure he helped set up several key companies and activities including Oman Shipping Company and Oman's third LNG Train, thereafter he joined Oman Oil Company, the investment arm of the government in the energy sector where he was involved in Project Management positions, thereafter initiated and help set-up Oman Trading International in 2005, now a recognised energy trading company in the region. He has been an active Board member of several companies covering diverse fields in the oil industry such as Oil production, refining, trading, shipping and petroleum distribution. Mr. Al Awfi holds a BSc (Hons) in Business and Finance in addition to a Masters Degree in Marketing (MSc) from Manchester UK.



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Hussam Al Nabhani

Vice President, Occidental Oman

Hussam Al Nabhani is the Vice President for Occidental Oman, responsible for its external affairs and social responsibility activities. Hussam worked 8 years for Occidental in HR roles, both in the corporate headquarters in Houston, Texas and in the Sultanate of Oman, where he was the Vice President HR, responsible for staffing, human resource planning, compensation, employee relations and competency development. Prior to Occidental, he has worked in Shell in the United Arab Emirates, as senior HR manager responsible for planning and strategy development. Hussam commenced his career in PDO as systems project manager and business analyst, before taking on senior roles in contracting and procurement and commercial management and ultimately as PDO's Omanization manager. Hussam holds a Masters in Development Economics and International Business from Reading University (UK) and a Bachelors of Art in Economics and Government from the University of Essex (UK).

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