



تنوير

TANWEER

إحدى شركات مجموعة نعام
Member of Nama Group

2020

— ANNUAL REPORT —

"Together Towards Tomorrow"

نتقدم بثقة
Moving Forward
with Confidence





His Majesty
Sultan Haitham bin Tarik

His Majesty
Sultan Qaboos Bin Said
-May God rest his soul in peace-

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GLOSSARY

RAEC	Rural Area Electricity Company SAOC
MIS	Main Electricity Grid of Oman
NHC	Nama Holding Company SAOC
APSR	Authority for Public Services Regulation
PASEZFZ	Public Authority for Special Economic Zones & Free Zones
OPWP	Oman Power & Water Procurement
OETC	Oman Electricity Transmission Company
MEDC	Muscat Electricity Distribution Company
MJEC	Majan Electricity Company
MZEC	Mazoon Electricity Company
DPC	Dhofar Power Company
PAW	Public Authority of Water
PDO	Petroleum Development of Oman
RUD	Regulated Unit Destrbuton
OMANIZATION	The policy for the employment of Omani nationals as issued from time to time by the government of Oman
OMR	Omani Rial
DG	Diesel Generation
DIAM	The Public Authority for Water



About the Company

Rural Areas Electricity Company (Tanweer) was established according to the promulgation of the Sector Law 78 / 2004 to serve remote areas that could not be economically connected to the main electricity grid of Oman (MIS). Tanweer is a wholly-owned subsidiary of the Nama Holding Company SAOC (NHC) which owns 100% of the shares. In turn, NHC is 100% owned by the Government of the Sultanate of Oman. Tanweer's license, issued by the Authority for Public services Regulation (APSR) covers its authorized areas which include the Governorates of Musandam, Al-Wusta, Al Dakhliyah and, Dhofar excluding the licensed area of Dhofar Power Company covering mainly Salalah city and Authority for Special Economic Zones and Free Zones (PASEZFZ) which cover the authorized area in Al Duqm.

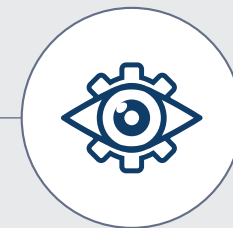
Vision, Mission & Value

The company's mission is to enable the development of the service areas by providing sustainable electricity and water in a safe, reliable, and efficient manner. The vision is to go greener by achieving 20% capacity from renewable energy sources by 2025. As can be seen from the figure below, Tanweer has currently reached 50MW of total capacity from renewable energy sources (from a total of 392MW installed capacity to date), which is equivalent to 12.5% of total capacity. The company has therefore achieved approximately 60% of its vision by end of 2020.



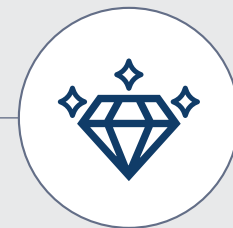
Vision

Going Greener by Achieving 20% of the Capacity from Renewable Sources by 2025.



Mission

Enabling Development of the Service Areas by Providing Sustainable Electricity and Water in a Safe, Reliable & Efficient Manner.



Values

Teamwork | Integrity
Respect | Quality
Customer Focus
Professionalism.

Going Greener 20%²⁵

55% achievement of vision



VISION
Going Greener

20% by 2025

Going Greener 20%²⁵



Board Members

Tanweer new Board Members



Ahmed Amur Nasser Al Mahrizi
Chairman



Saleh Rabia Khamis Al Salmani
Deputy Chairman



Khulood Mustafa Abdul Khaliq
Member

Executive Management Team



Saleh bin Nasser Al Rumhi
(Previous CEO from 2017-2020)



Eng. Ahmed Said Al Harthy
Chief Executive Officer - Acting
(Chief Supply Officer)



Hamood Basheer Said Al Mangi
Senior Human Resource Manager



Ghudayyer Rashid Said Al Waheibi
Chief Operating Officer



Salim Abdullah Al Humaidi
Corporate Services Senior Manager



Robert Booth
Senior Manager of QHSE

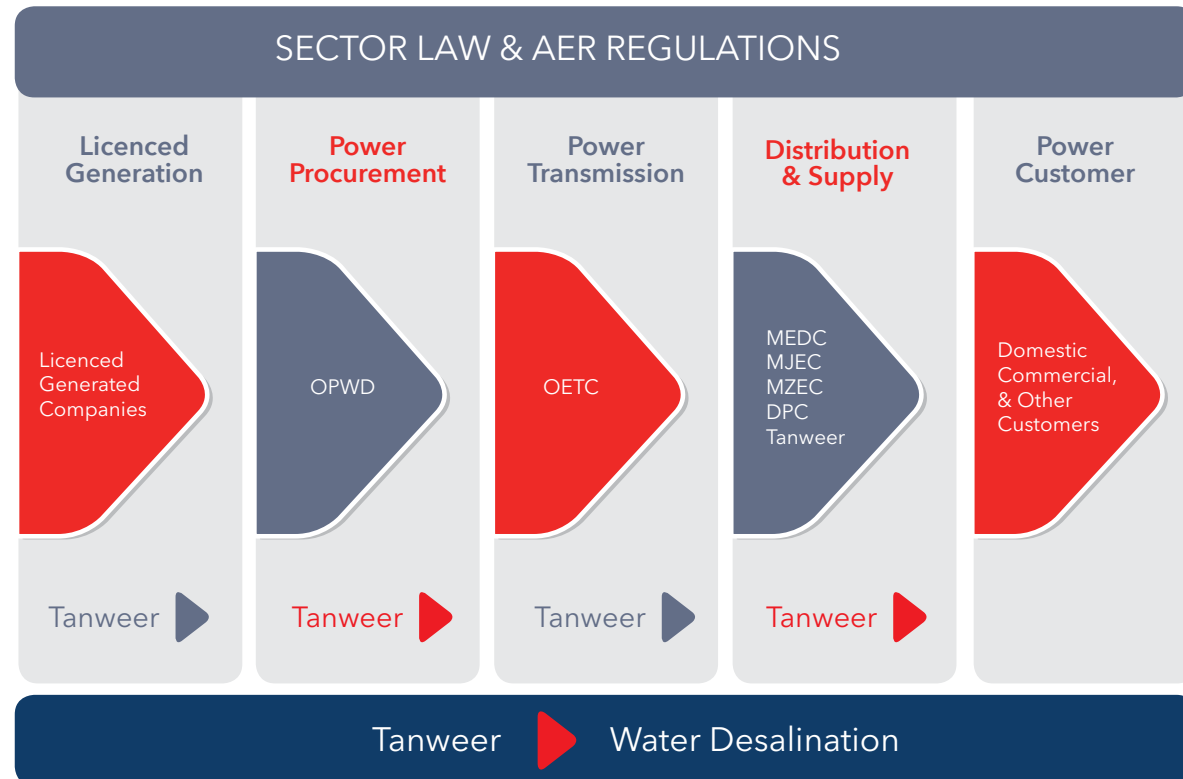


Salman Tarique
Commercial Affairs Senior Manager



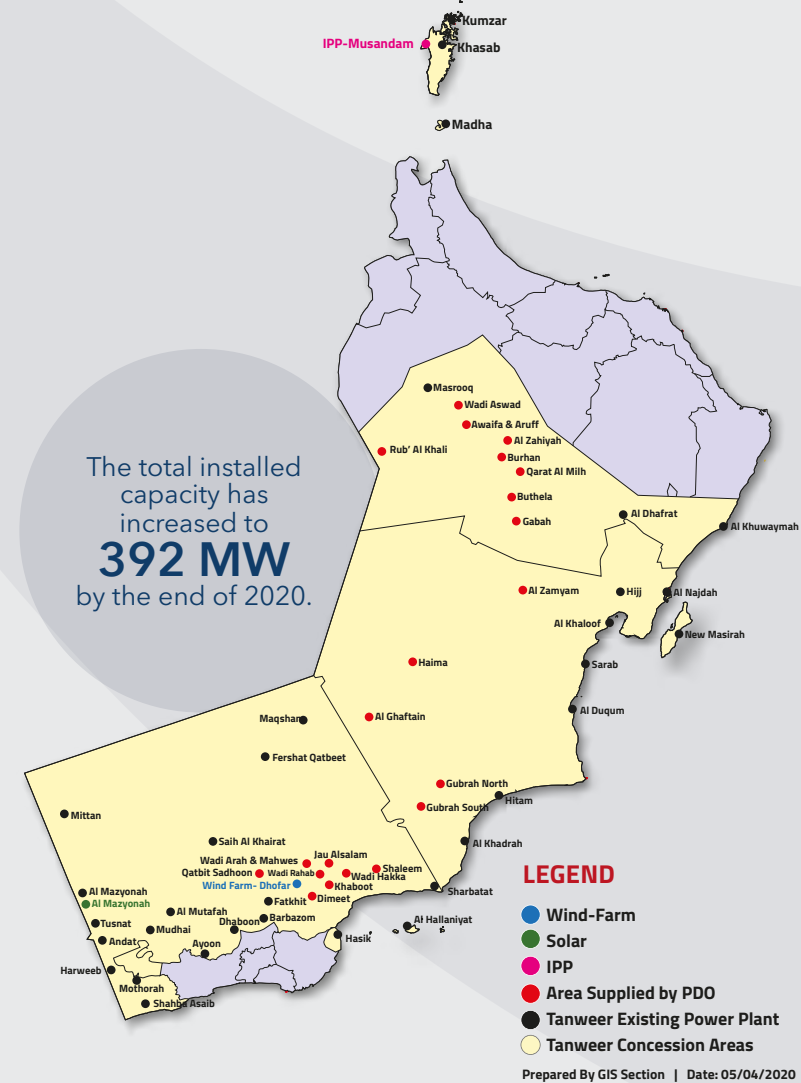
Tariq Riaz Khan
Senior Manager of Business &
Asset Planning

Tanweer Regulation & Licenses



Coverage Area

Since 2005 Tanweer has undertaken major programs of electrification in the Governorates of Musandam, Dhofar, and Al Wusta (also including Al Dakhliyah, Al Dahirah, and Sharqiyah) which covers almost 73% of the land area of Oman. The company established 51 diesel fuel power plants by 2010 and by 2020 interconnected some of these areas to improve efficiency and reduced the power plants to 28 in number. The total installed capacity has increased to 392 MW by the end of 2020. According to the directions of the (APSR) to convert five of Tanweer's plants to DIAM. The company operates one desalination plant in Duqm which supplies bulk desalinated water to the Public Authority of Water (PAW). Some remote areas are close to the infrastructure of PDO (Petroleum Development of Oman) and power is provided by connection of Tanweer customers to nearby PDO networks.



ISO 55001

Tanweer have passed successfully ISO 55001 surveillance audit for asset management system in 2020.

The certificate covers Tanweer's all business licenses.



Chairman's Message



Ahmed Amur Nasser Al Mahrizi
Chairman

Dear shareholders,

I would like to begin by thanking the previous Chairman and board members for their services, support, and accomplishment for the last Six years at Tanweer. Their contributions, experience, and knowledge, that enabled Tanweer to achieve challenging targets and sustainable development, will always be acknowledged.

I am pleased to present our Board Annual Report for Tanweer (Rural Areas Electricity Company) for the financial year ending 31st December 2020. The report also describes Tanweer's achievements, development work, and project progress through a challenging year.

The Covid-19 pandemic has affected the lives of many people around the world and created human, health, and economic crisis no one was prepared for. Tanweer reacted quickly and worked swiftly, adapting processes to maintain services to its customers.

Additionally, the effects of this pandemic have compounded the effect of the macroeconomic challenges brought on by the recent oil price crisis. All we can say is that we are proud of how our staff handled the situation and kept the business on track through this unprecedented situation, efficiently and reliably meeting the needs and expectations of our stakeholders.

The Company's Performance in 2020

Tanweer maintains its strategic direction in line with national plans to minimize dependency on fossil fuels for electrical power generation and divert the trend towards renewable energy sources. The company achieved a profit after tax of R.O. 8M in 2020 compared to R.O. 4M in 2019. This is due to the continued development in operational performance, human resource capability, and commitment to using the latest technologies in the company systems.

The company achieved total revenues of R.O. 139.5M in 2020 due to the increase in the number of customers by 4.7% and the increase in electricity consumption by 7.4%.

The operating expenses decreased to R.O. 99M in 2020 compared to R.O. 106M in 2019, due to the continued development in operational performance which leads to a decrease in electricity purchased by 24% and a decrease also in fuel cost consumption by 5% from 2019.

Quality, Health, Safety & Environment

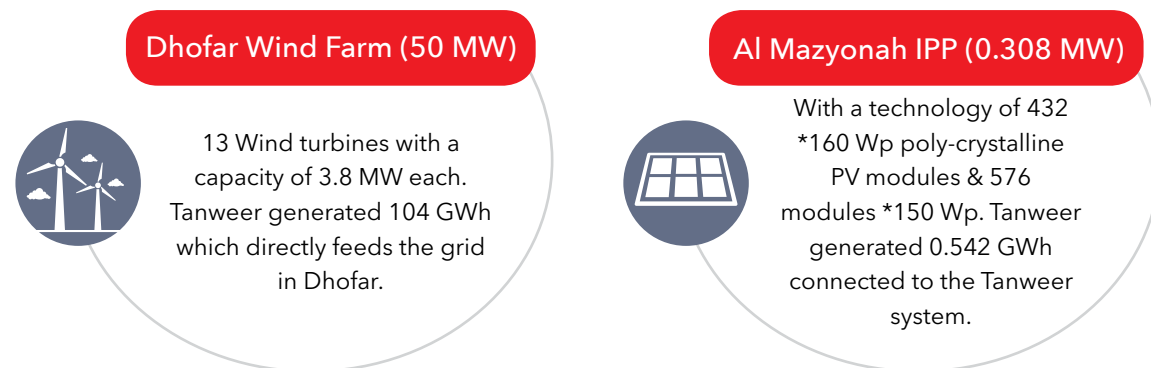
Continuous improvement in QHSE performance remains at the heart of Tanweer's business strategy and this focus has delivered an outstanding performance in 2020, thanks to a positive corporate culture and the concerted efforts of management, staff, and out-sourced service providers. Most significantly, Tanweer staff and contractors worked over 4.5 million manhours between January and December 2020, often in extremely harsh conditions, without a single lost-time injury or reportable environmental incident.

A raft of improved QHSE management systems was developed and implemented throughout the year, in preparation for planned assessment and certification for ISO9001:2015 (Quality), ISO45001:2018 (OSH), and ISO 14001:2015 (Environment).



Future Vision

Tanweer continuously strives to become a global role model in energy efficiency and reliability as it supports the transition towards a green economy, promoting sustainability. The company prepared its five-year plan (2018 - 2022) focusing on developing renewable energy projects. By the end of 2020 and from the two main projects of green energy, Tanweer has generated 11% green energy from its total generated energy. The two main projects are shown below:



"Tanweer achieved 55% of its vision of going greener by achieving 20% of the capacity from a renewable source by 2025."

Regulatory Price Control

By the end of 2020, the company, in cooperation with the Authority of Public Service Regulation (APSR), started the price control five review and the requirements to provide the operating expenses (OPEX) and capital expenditures (CAPEX) to be determined for the period 2022-2025.

Human Resources

The total number of employees reached 450 as of December 31, 2020, of which 439 are Omani & 11 are expatriate, and 17 staff appointed to the Distribution Code Review Panel (DCRP). The Omanization rate achieved was 97.5% and the company continues to develop a capable and talented Omani workforce that will contribute to the strength of the nation. Moreover, Tanweer seeks to increase the level of Omanisation in its contractors' staff in order to achieve the directive 450/2019 issued by the Ministry of Labor.

Operational Highlights

- Total customers increased by 4.7% from 41,586 in 2019 to 43,615 in 2020.
- The electricity sent to customers increased by 7% from 1,101 GWh in 2019 to 1,189 GWh in 2020.
- Tanweer is adopting new technologies in serving its customers to increase their satisfaction. For example, Tanweer has started the implementation of smart metering (Automated Meters Reading & Prepaid meters). Furthermore, it also offers its customers electronic bills and different channels of payment.
- The company continues to improve and develop its compliance with the regulations and license conditions, with continued cooperation with the Authority for Public Services Regulation (APSR), Public Authority for Special Economic Zones and Free Zones (OPAZ), and the Electricity Holding Company (Nama Holding), and other relevant stakeholders within the company.
- Water Desalination output decreased due to the shift of most of Tanweer desalination plants to DIAM since May 2020.

Total customers increased
4.7%
(43,615 in 2020)



Electricity sent to customers increased by
7%
(1,189 GWh in 2020)

Tanweer has started the implementation of smart metering



Thanks & Gratitude

On behalf of the company and the Board of Directors, I would like to express my deep gratitude and appreciation to His Majesty Sultan Haitham bin Tarik to continue to lead the Sultanate on the path of development and prosperity. I would also like to take this opportunity to thank our shareholders, customers, for their appreciated support and to our management and staff for their dedication and relentless effort to achieve the Company's goals.

Governance Report



The Board of Directors of Tanweer (Rural Areas Electricity Company SAOC) are committed to maintaining the highest standards of Corporate Governance. Tanweer has designed its Corporate Governance policy and procedure to ensure that the company is focused on its responsibilities to its stakeholders and is creating long-term shareholder value. The company recognizes the interests of all its stakeholders including shareholders, employees, customers, suppliers, and the communities in which it operates. Tanweer's corporate governance framework is committed to the highest standards of business integrity, ethical values, and professionalism.

Board of Directors & Committees

The Board of Directors is accountable to the shareholders for the governance of the Company. All Directors are accountable for the proper stewardship of the company's affairs and share a responsibility in ensuring the highest standards of disclosure and reporting, ethics and integrity.

Powers specifically reserved for the Board include:

- Providing direction and guidance to the company in the formulation of its strategies and the pursuance of its operational and financial goals.
- Monitoring systems of governance and compliance.
- Overseeing systems of internal control and risk management.
- Approving major acquisitions & disposals and capital expenditure.
- Reviewing HR processes with emphasis on top management succession planning.
- Approving annual budgets and strategic plans.

Subcommittees of the Board

The Board is responsible for the establishment and monitoring of the functioning of all Sub Committees, the appointment of members to these committees and compensation payable to them. The Board has delegated responsibilities to two subcommittees namely, Internal Audit Committee, and Human Resources Committee.

1. Internal Audit Committee (IAC)

The internal audit committee comprises three directors from the Board and the internal and external auditors of the company were invited to the meeting of the committee, while the heads of other functional units attend the meetings based on invitations to them. The committee was reconstituted according to the amendments and the Board of Directors was formed on December 3, 2020, to be as follows:

- Research and study aspects related to the Office of the Comptroller, which include their fees and conditions of use and the extent to which other additional services affect their independence and impartiality, and then submit appropriate recommendations to the Board of Directors of the company regarding them before submitting their appointment to the annual AGM.
- Review the details of the auditor's action plan and the results of the audit and ensure that the auditor has been given full access to all the documents necessary to carry out their tasks.
- Examining the fraud and financial fraud carried out by showing graphic figures in financial statements involving fraud, and establishing strict control measures to ensure the existence of sound accounting policies and principles that show the real financial position of the company.
- Supervising internal audit work by reviewing the action plan to study the reports of internal observers.
- Ensuring the appropriateness and adequacy of the company's internal control systems.
- Supervising aspects of the preparation of financial statements, including reviewing quarterly and annual financial statements before issuing them.
- Work as a liaison between the Board of Directors of the company and the external auditor and internal auditor.
- Review the company's risk management policies and examine the reasons for defaulting on the company's obligations, if any.
- Review the proposed transactions and transactions that the company will undertake with the relevant parties and make appropriate recommendations on them to the Board of Directors.



2. Human Resources Committee (HRC)

The Human Resources Committee comprises of two directors of the Board and two members from the management team viz: the Chief Executive Officer and the Human Resources Senior Manager. The functional heads attend

meetings by invitation. HRC ensures successful implementation of HR policies and that all matters related to employees are conducted fairly and transparently. The committee also reviews and approves the corporate Performance Management System (PMS).

Board of Directors' Meetings

Table (1) & Table (2) below present all Board of Director's meetings held in 2019 & 2020

Table: 01 - 2020 Board of Director's Meetings Schedule

Name of the Board Members	Position	No.of meeting Attended	BM	IAC	HRC	Sitting Fees
Faisal Khamis Al Hashar	Chairman	8	√		√	3,000
Saleem Ahmed Abdullatif	Deputy Chairman	13	√	√	√	3,000
Mansor Talib Al Hinai	Member	5	√			2,250
Suleiman Salim Al Adi	Member	11	√	√		3,000
Mohammed Ahmed Al Brashdi	Member	9	√	√		2,950
Ahmed Amur Nasser Al Mahrizi	Member	1	√			375
Saleh Rabia Khamis Al Salmani	Deputy Chairman	1	√			250
Khulood Mustafa Abdul Khaliq	Member	1	√			250
Total Directors Remuneration for 2020						15,275

*The new board members have been appointed in December 2020 which include: Ahmed Amur Al Mahrizi as the Chairman Saleh Rabia Al Salmani as Deputy Chairman of the board and Khulood Mustafa Abdul Khaliq as a member.

Table: 02 - 2019 Board of Director's Meetings Schedule

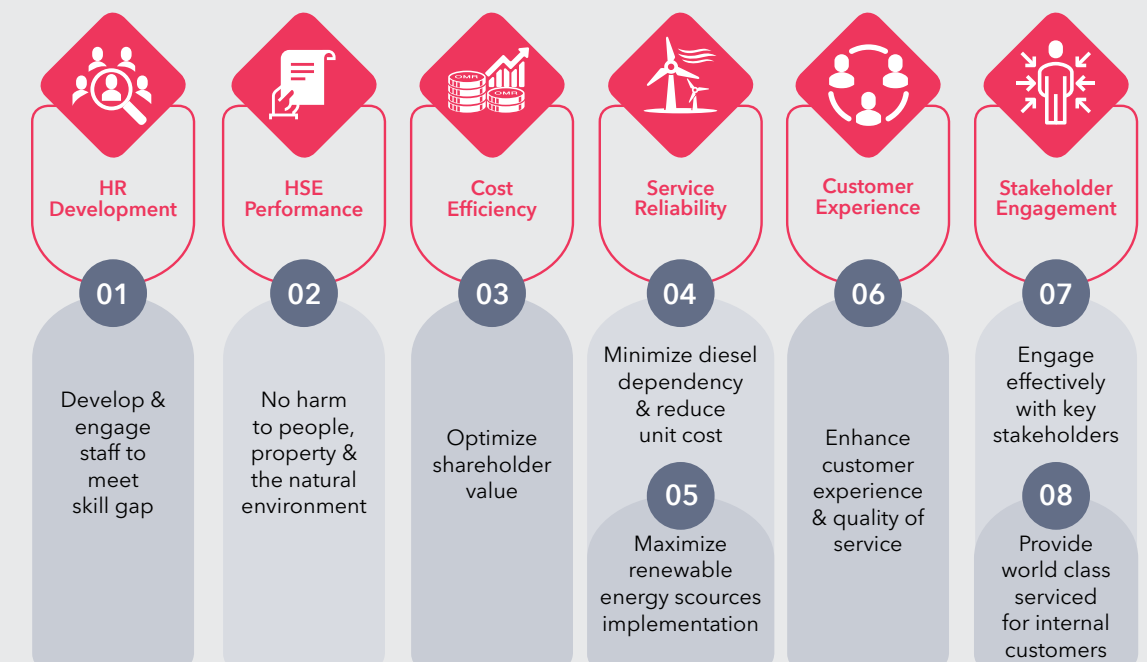
Name of the Board Members	Position	No.of meeting Attended	BM	CIC	IAC	TC	HRC	Sitting Fees
Faisal Khamis Al Hashar	Chairman	6	√	√			√	5,500
Saleem Ahmed Abdullatif	Deputy Chairman	5	√		√		√	4,300
Mansor Talib Al Hinai	Member	5	√	√		√		2,800
Suleiman Salim Al Adi	Member	6	√		√	√		4,200
Mohammed Ahmed Al Brashdi	Member	6	√		√			3,900
Total Directors Remuneration for 2019								20,700

Tanweer Strategy



Tanweer has derived eight strategic objectives, aligned with Nama Holding's direction, and grouped them under the five key focus areas as shown in the figure below:

Figure: 01 - Tanweer Strategy



QHSE Achievements



Safety Performance

As of 31 December 2020, Tanweer proudly completed 455 days (almost 5 million man-hours worked) without a single lost-time injury and only one minor First Aid case. Despite the constraints of the COVID pandemic the Company exceeded its target of number of Active Monitoring site visits and HSE observations, conducted by management and supervisory staff.

Table: 03 - QHSE Performance (2018-2020)

Component	2018	2019	2020
Fatality	0	1	0
Lost time injury	1	0	0
Total Man- Hours worked	4,249,942	3,732,610	4,671,172
LTIFR (Lost Time Injury Frequency Rate)	0.2	0.26	0

Figure: 02 - QHSE Performance 2020



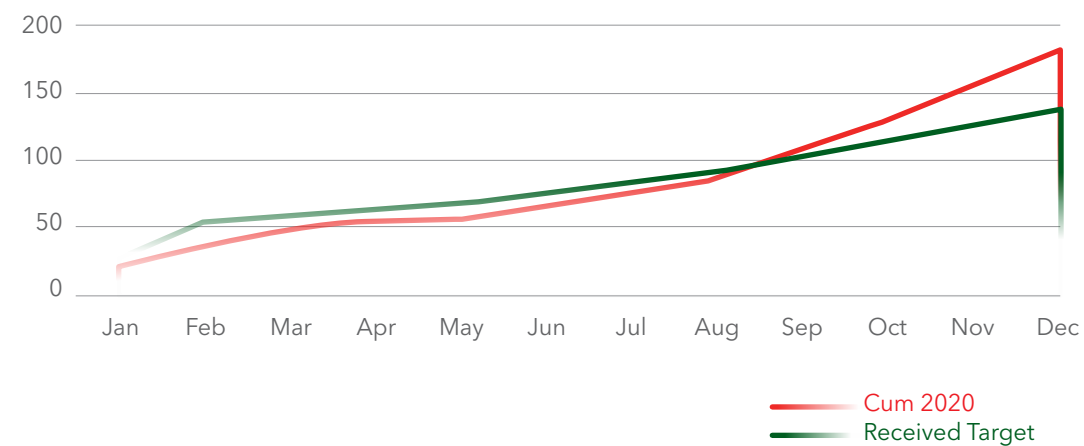
Proactive Measures

Although it was necessary to revise the number of programmed inspections due to COVID-19 travel restrictions, Tanweer's management, supervisory, and QHSE staff conducted 177 'Active Monitoring' site visits in 2020. During these visits, we were able to ensure immediate rectification of observed hazards and implement corrective action to ensure continuous improvement in HSE performance. All corrective and preventative actions (CAPA) were registered on the NIMS system and 100% of those due for implementation in 2020 were completed.

Furthermore, our staff and contractors reported 2,869 'potential incidents' (PI reports); situations categorized as Unsafe Conditions, Unsafe Acts, or Near Misses. Analysis of these reports enabled early identification of latent hazards and implementation of corrective measures to prevent recurrence and minimize the risk of subsequent harm.



Figure: 03 - Active Monitoring Tanweer 2020



Strategic Initiatives

Throughout 2020 Tanweer continued to deliver the initiatives set out in our rolling 5-year QHSE Strategy Plan, aimed at continuous improvement in Quality, Health and Safety, and Environmental performance. Table 4 shows 2020 Quality, Health and Safety, and Environmental initiatives.

Table: 04 - QHSE Initiatives

Focus Area	Deliverables
Quality	Development of new Quality Management System in preparation for ISO9001:2015 certification in 2021
Health & Safety	<ul style="list-style-type: none"> Implemented Safety Passport Scheme, enabling on-site verification of staff competencies (over 1,100 Safety Passport books issued) Safety Stand-Down events delivered online (due to COVID-19 restrictions), to provide staff and contractors with updates on all Operational Safety Awareness workshops for regional/site staff and contractors Electrical operations compliance audit and corrective measures The public safety awareness campaign, focusing on safety in the home and awareness of electrical asset hazards Safe Work at Height awareness and mandatory introduction and use of Mobile Elevating Work Platforms (MEWPs) for overhead line works on Emergency and Maintenance contract
Environment	<ul style="list-style-type: none"> Carried out full gap analysis and produced a new Environmental Management System compliant with ISO 14001:2015 (in readiness for certification audit, 2021) Provided reusable drinking bottles for all Tanweer staff, thereby eliminating the disposal of approximately 100,000 plastic bottles per year Public environmental awareness campaign

In addition to the above, Tanweer responded quickly and effectively to the COVID-19 pandemic, by preparing a comprehensive contingency plan and implementing strict control and monitoring processes. These procedures greatly controlled the risk of cross-infection in the workplace and thereby minimized business disruption.

Customer Experience



Network Reliability & Contact Center (Outages)

- Setting a clear and effective standard operating procedure (SOP) for gathering and reporting the data interruptions. SOP has been established by the Asset Management team to rectify unclear procedures in the Interruptions data reporting.
- Establishment of standard data interruptions form and spreadsheet to cover all the data interruptions details and to be used by all emergency teams and site engineers within Tanweer. A new form and spreadsheet have been established by the Asset Management team and circulated to all regional offices for implementation.
- Conducting of the data interruptions auditing on an annual basis and the purpose of this audit is to ensure that the data interruptions recording and reporting are performed in line with Tanweer's Requirements.

- Standardizing of the data interruptions Log Book which used by emergency teams to record all the data interruptions details and to be used at all the sites within Tanweer since we noticed that there were different formats of the Log Book in some sites.
- Issuing a dashboard on monthly basis covers all the performance indicators along with Tanweer Reliability Indices.

Customer Engagement

- Tanweer launched the Prepaid Meter project at Al-Wusta Governorate & Masirah Island and planned to move gradually in other Governorates.
- Tanweer launched Smart Meters in June 2020 and most of the high valued customers have already switched to AMR.
- Tanweer implemented a short code (92121) for On-Demand Bills (i.e., Electronic Bills). This will enable customers to get their updated bills, update customer data and make payments.
- Tanweer sent emails and SMS to customers to encourage them to submit their Self-Meter Reads (SMR).
- Tanweer conducted a campaign for collecting customer data and engaged in E-Census in 2020.
- Tanweer plans to update customer data to ensure high-quality customer data and ensure the implementation of the new Tariff is successful.

Customer Base & New Connections

Overall, the number of Tanweer customers has grown by 4.9% in 2020. Net additions of 2,029 customers were added to the customer base in 2020. The following table and figure show the growth in customer accounts over the last 3 years.

Table: 05 - Growth in Tanweer Customer

Component	2018	2019	2020
Customer Number	39,773	41,586	43,615
Number of new connections	2,260	1,813	2,029
% Growth	7	7	5

Meter Reading / Accuracy

Tanweer considers Coordinates and Meter photos to ensure meter accuracy. The percentage of meter reading accuracy was 87% in 2020.

Bill Distribution

Tanweer offers SMS billing, email, and shortcode and downloading bills through payment apps for bill distribution. Total electronic bills distribution via SMS & Email for 2020 was 89%.

Collection & Customer Contact

Tanweer offers customers multi-channels for payment including mobile apps and kiosks. The total e-payments transactions figure in Tanweer was 39% in 2020, compared to 22% in 2019.



Human Resource



Everyone in Tanweer contributes their unique personal skills so that together the company produces excellent performance in all areas of its business. Our shared values encompass a common sense of public commitment and a strong sense of duty to the community. One of the company's main objectives is to develop a capable and talented Omani workforce that contributes to the strength of the nation. By December 2020 the number of directly employed staff reached 450 employees. The figure includes 14 full-time staff appointed to the Distribution Code Review Panel (which supports standards and specifications work for all sector companies). The following table and figures show the number of staff in each category, the Omanisation percentage, and the functional staff distribution.

Table: 06 - Number of Omani & Non-Omani Staff 2020

Job Category	Omani Staff No.	Expatriate Staff No.
General managers and deputies	1	0
Operations and maintenance managers of technical departments	10	2
Managers of administration and finance	14	2
Deputy managers and head of sections	52	5
Engineers	86	2
Technicians	59	0
Skilled manpower	212	0
Distribution Code Review Panel Staff (DCRP)	14	0
Total Direct Employees	448	11

Figure: 04 - Omanisation in Each Function %

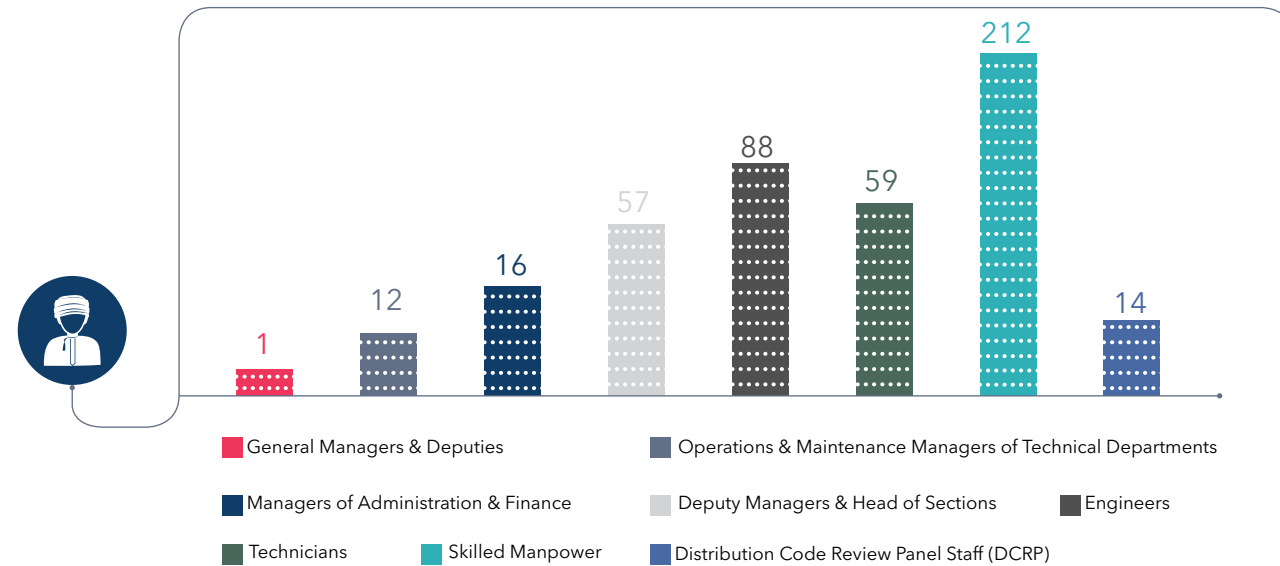


Tanweer achieved 98% Omanisation, by employing 448 Omanis out of 459 employees

98%
Omanisation



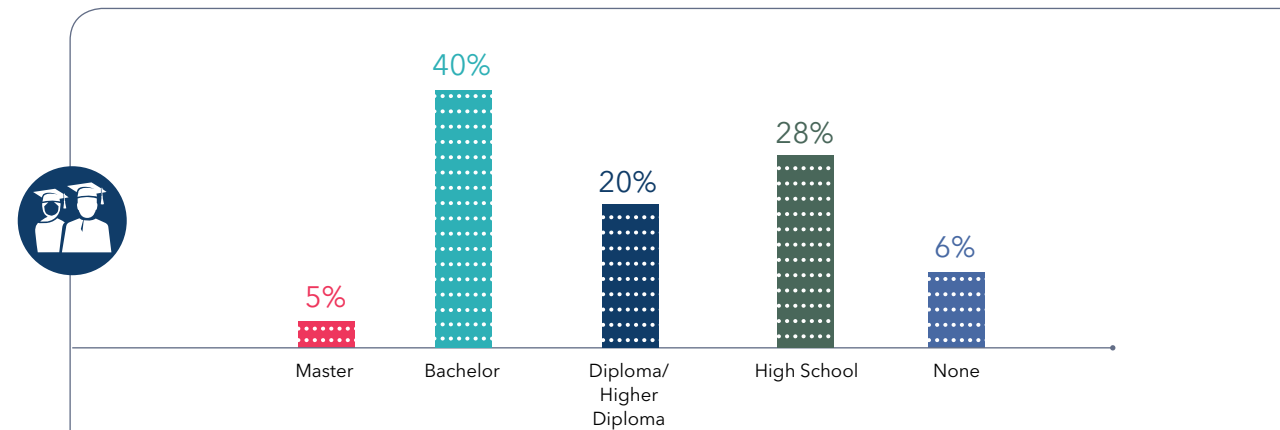
Figure: 05 - Functional Staff Distribution



Skills, Qualifications & Training

Tanweer considers training and development for its staff as one of our main priorities. Tanweer provided scholarships for selected staff as part of their development plans. Moreover, despite the challenges that the Tanweer faced during the covid -19 period, it was able to provide more than 36 other online courses to include most of the Tanweer's staff a range of technical and business skills. It can be observed from Figure (06) that around 45% of the total Tanweer staff are qualified to Bachelors' or Masters's level.

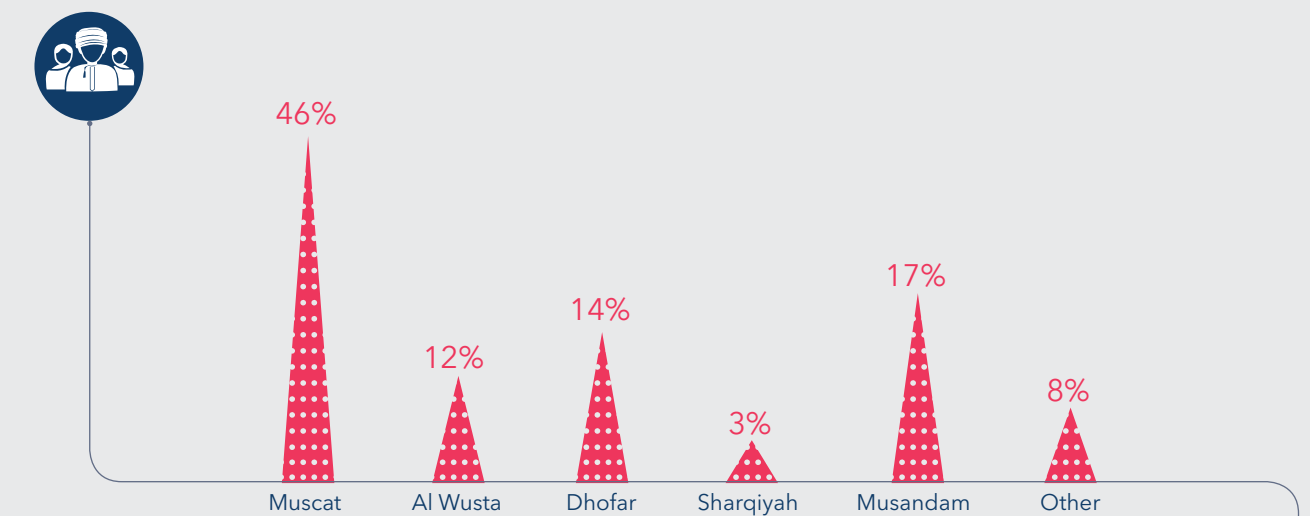
Figure: 06 - Qualification of Staff



Regional Staff Distribution

It can be observed from Figure (07) that, 46% of the total Tanweer direct staff are located in the head office in Muscat. The rest is distributed among the authority areas according to the needs and the size of the network and customer distribution. Customer regional offices are providing direct support to customers and addressing their needs (21 Offices). Besides, our emergency service office, customer services offices, and power plants are manned by our contract staff (approximately 1,604 Contract staff).

Figure: 07 - Regional Staff Distribution



Customer Served per Employee

Figure: 08 - Customer Served per Employee

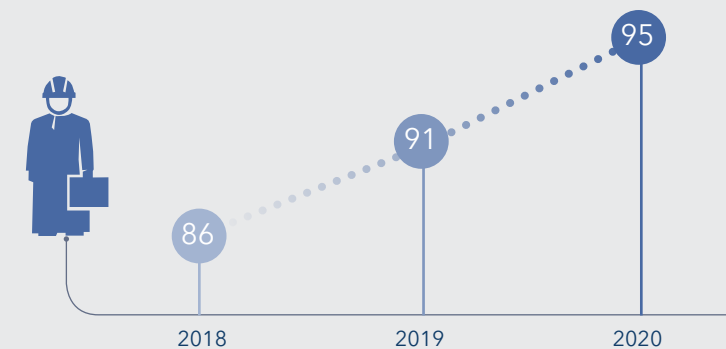


Figure (08) shows an increased number of customers served per employee annually due to the increased number of Tanweer's customers by 5% yearly. Despite the increase in the number of customers served per employee, Tanweer's staff operates and focuses on the satisfaction of customers, as the company has achieved 87% in the customer satisfaction incentive scheme.

Creativity Initiative, Employee of the Month & Honor Committee

Over the past 7 years, Tanweer established a committee to recognize employee creativity, select and award employees of the month, and award employees providing outstanding services to the company.

The main objective of an employee recognition program is to recognize and promote positive behaviors that support individuals, groups, divisions, and departments in achieving Tanweer's mission, vision, and values. It also assists in creating a culture of mutual respect, reward, and recognition for employees at all levels, improving the overall employee productivity and quality of work. One idea was (Shortcode Service) which aims to deliver the customers their bill instantly (few seconds) and any time, by text their electricity account number to a Short Code 92121 and then will get back SMS. Moreover, enable the customer to update their data to be with their hand once they need it.

The committee honored employees in 2020 for their outstanding contributions to the company including Improved customer service procedures and completed lean projects. Tanweer completed two Lean projects in 2020 which aim to develop efficient mechanisms and improving their working method. Table (07) shows the detail of the completed lean projects during 2020.

Table: 07 - 2020 Lean Projects

Project Name	Objectives
Re-Designing Disconnection Process	Optimize the Process to increase disconnection efficiency from 16% to greater than 30%.
Portable Assets Registration	Computerize equipment register database that is user-friendly, accessible, and retainable from anywhere within Tanweer premises.



IT and OT (Infrastructure & Cybersecurity) & Future Digitization Direction



Tanweer Information Technology Department comprising of Cyber Security, IT Administration and support activities proactively facilitates corporate service excellence through the provision, planned and secured evolution of technology and related support services in the Organization."

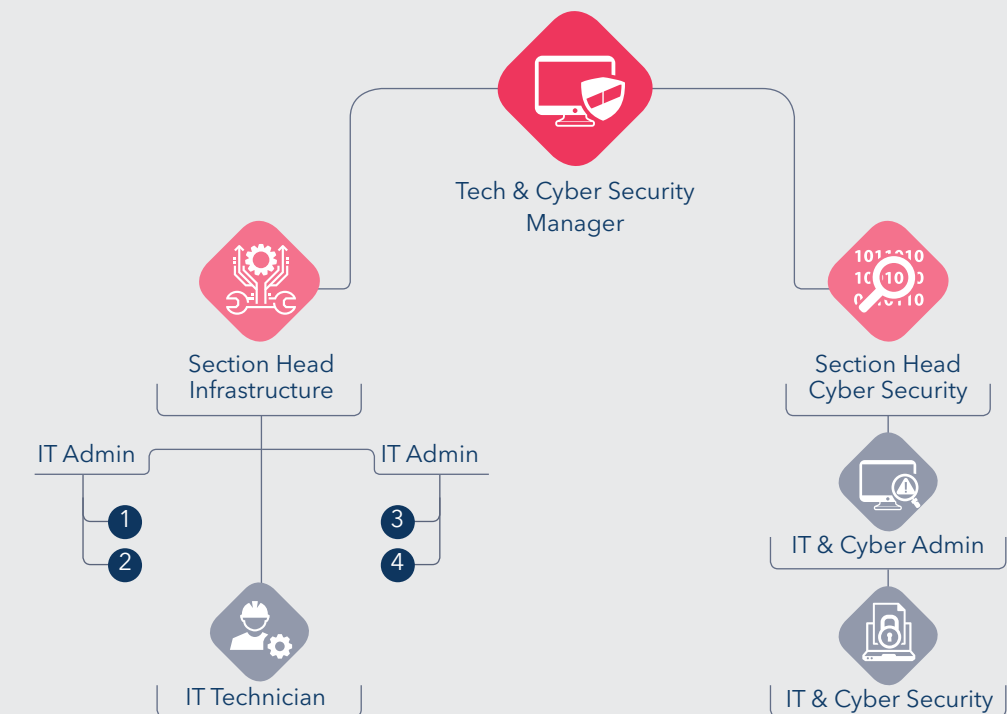


Mission & Vision

- Provide reliable, secure, and easily accessible IT infrastructure to meet the business and service needs of the organization.
- Plan, implement, and maintain the corporate desktop, IT Service Desk, printing, and telephony infrastructure.
- Support the applications that the corporation uses as an energy services provider.
- Develop and support IT Program and Cyber Security Project, and Service Management.

International Technology Structure

Figure: 09 - IT Structure



Strategic IT & Cyber Security Project Plan 2021

- Integration of next-generation network monitoring and intrusion detection technologies to Tanweer SCADA networks.
- Enhancement of VPN solutions to include HO and Tanweer's strategic partners.
- Harmonization of firewalls & backup solutions for regional offices & key SCADA locations.
- Conducting vulnerability assessment and penetration testing of SCADA environments.
- Upgradation of IT systems, storage, and security appliances.
- Establishing disaster recovery testing of HO & regional office systems.

Improving Resilience of Tanweer IT Infrastructure

- 01**  **Identity & Access Management**
Ensuring that the right people in an enterprise have right access to technology resources.
- 02**  **Password Management**
Set of principles and best practices to be followed by users while storing and managing passwords.
- 03**  **Network Security**
Rules and configurations designed to protect the integrity, confidentiality and accessibility of computer networks and data using both software and hardware technologies.
- 04**  **Information Risk Management**
Identification, evaluation and prioritization of risks followed by coordination and economical application of resources to minimize, monitor and control the probability or impact of unfortunate events or to maximize the realization of opportunities.
- 05**  **Operational Security**
Controls that are designed to maintain the security of the organization resources from design to deployment to disposal.
- 06**  **Business Continuity & Disaster Recovery**
Enable an organization's recovery of its critical business processes and IT systems in an efficient and timely manner in the event of a disaster.
- 07**  **Legal & Compliance**
Adherence to legal and regulatory laws and requirements pertaining to Information Security.
- 08**  **Communication Security**
Measures are necessary to protect confidential information from unauthorized use, modification, loss or release.
- 09**  **Physical & Environmental Security**
Measures taken to protect systems, building, and related supporting infrastructure against threats associated with their physical environment.
- 10**  **Asset Management**
Process of development, operating, maintaining, and selling organization assets.



Operation Performance



Customer Base

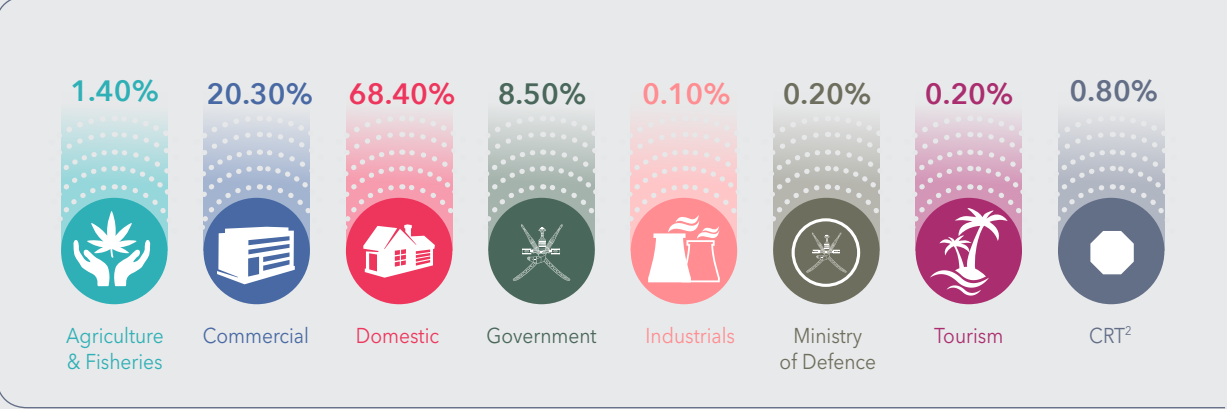
Tanweer serves electricity to customers by supplying power from 28 diesel power stations and some of our customers are supplied through connections to networks belong to PDO (Petroleum Development of Oman). The total number of customers served by Tanweer in 2020 reached 43,615 customers within all tariff categories. Table (08) shows the 2020 customer number by their category and the corresponding energy consumption by each category.

Table: 08 - Customer Category & Consumption in 2020

Tariff Category	Customers		Electricity Consumption	
	No.	%	MWh	%
Agriculture & Fisheries	619	1.42%	105,049	9%
Commercial	9,161	21.00%	94,695	8%
Domestic	29,591	67.85%	505,253	42%
Government	3,563	8.17%	102,664	9%
industrial	42	0.10%	7178.214	1%
Ministry of Defense	102	0.23%	62,918	5%
Tourism	71	0.16%	18,744	2%
CRT2	466	1.07%	292,762	25%
Total	43,615	100	1,189,263	100

The above table shows 68% of Tanweer customers are in the domestic category of the total customers and they consume 42% of the total supplied energy. On the other hand, the number of CRT customers is low comparing to the other customer categories (only 1.07% of the total customers) but they consume a considerable amount of energy which is calculated to be 25% of the total supplied energy. The remaining 33% of the total energy is divided into the other category as in Table (08).

Figure: 10 - Percentage of Tanweer Customer by Category ↑



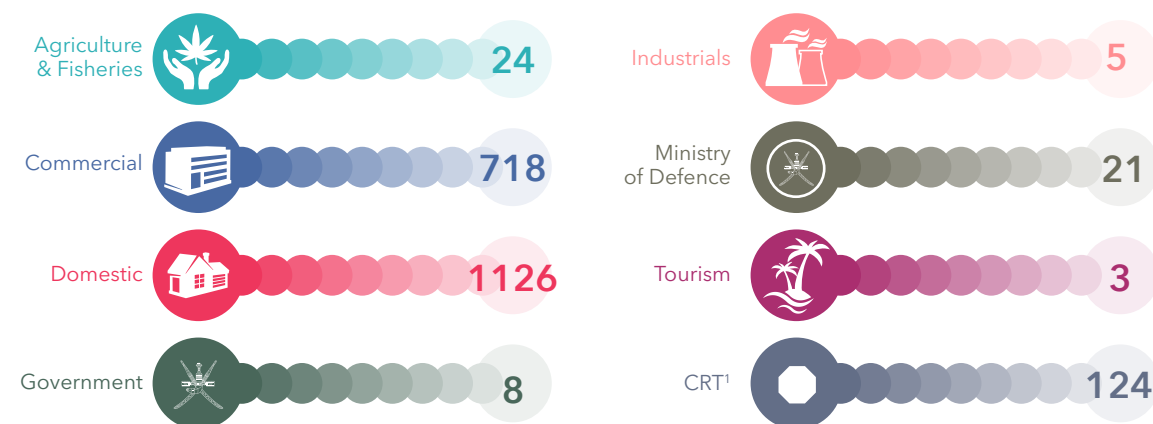
*CRT customer includes those subjects to a cost-reflective tariff, mainly commercial, industrial & government customers consuming more than 150,000 KWh per year.



Customers Growth

The number of Tanweer customers has increased by 5% in 2020 with net additions of 2,029 customers. The most increase is in the domestic category with a total of 1,126 new customers followed by the commercial with 718 new customers and 124 customers in the CRT. These are the top three categories with the most growth in 2020. The growth in the other categories is very minor and varies from 3 to 24 new customers. The graph in Figure (08) shows the growth in the number of customers in 2020 per category.

Figure: 11 - New Added Customers for 2020



The average growth in the total number of customers in the last three years is 6.3%. As can be seen from Table (09), the majority of the growth is in the residential customers which as described earlier they make up the biggest part of the customers.

Table: 09 - Growth in the Number of Customers

Customer Category	2018	2019	2020
Agriculture & Fisheries	564	595	619
Commercial	7,921	8,443	9,161
Domestic	27,266	28,465	29,591
Government	3,420	3,555	3,563
industrial	33	37	42
Ministry of Defense	126	81	102
Tourism	68	68	71
CRT1	375	342	466
Total	39,773	41,586	43,615
Number of new connections	2,260	1,813	2,029
% Growth	7	7	5

Capital Expenditure

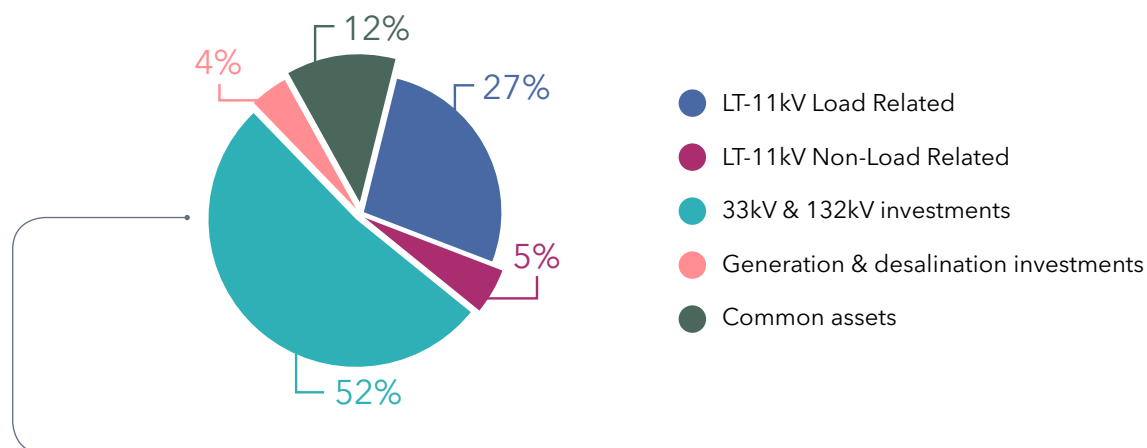
Tanweer prepares the annual financial budget needs for the implementation of required electrical works, whether in improving the electrical networks or in connecting the customers, also, to provide necessary electricity production capacity during the various operational years, which are included within the five-year plan and the following table shows the amounts that have been spent during three years from 2018 to 2020, the total expenditure depends on economics activates in the country which is very from year to year. Tanweer has spent around OMR 52 thousand within the three years according to each use and 2020 capex includes a payment of OMR 3.67 million for Khasab power plant project completed in 2019 as shown in the Table (10). These classifications are divided according to the following:

- Amounts assigned to 11 kV loads related investment.
- Amounts related to the improvements of the non-load-related investment.
- The amount related to the improvements of the 132 and 33 kV networks.
- The amounts related to the Generation and desalination investments.
- Amounts related to common assets.

Table: 10 - Total Capital Expenditure 2019 & 2020

Customer Category	2018	2019	2020
LT-11kV Load related	3,219,491	3,998,433	2,718,665
LT-11kV Non-Load related	1,688,846	829,367	279,190
33kV & 132kV investments	7,851,612	7,799,300	8,828,463
Generation & desalination investments	6,807,751	662,828	4,629,411
Common assets	819,614	1,788,463	200,745
Total Capex	20,387,314	15,078,391	16,656,474

Demand & Supply



Power Generation

Power Sent From Tanweer Plants & Power Purchases

The net power sent from Tanweer power plants increased from 748,396 MWh in 2019 to 803,701 MWh in 2020 reflecting an increase of 7.5%. Figure (13) shows MWh sent out from Tanweer power stations and power purchases in the last five years. Figure (13) shows the detail of Tanweer supplied power by Tanweer Plants, PDO, Tibat, and Al-Mazyunah (renewable PV) sources.

Figure: 13 - MWh sent out from Tanweer Power Stations & Power Purchases (MWh)

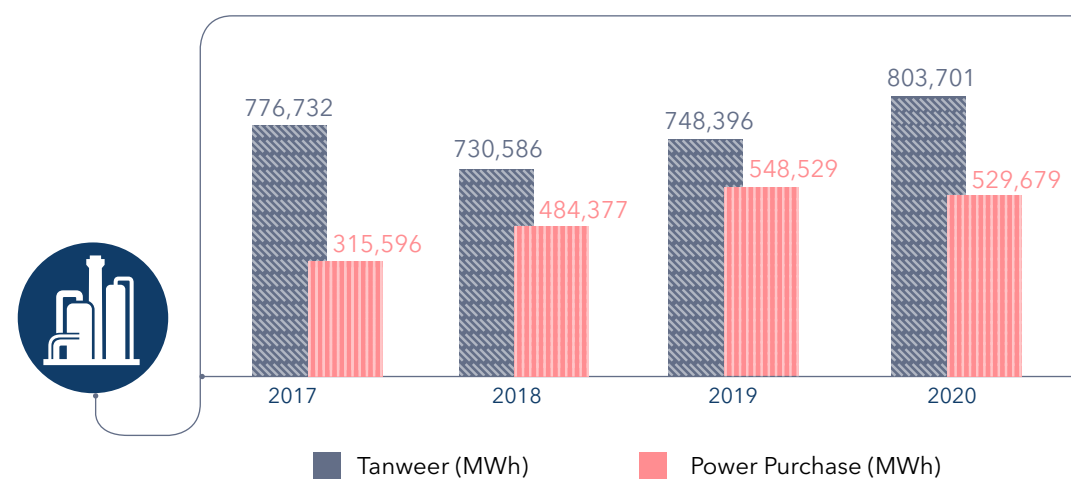
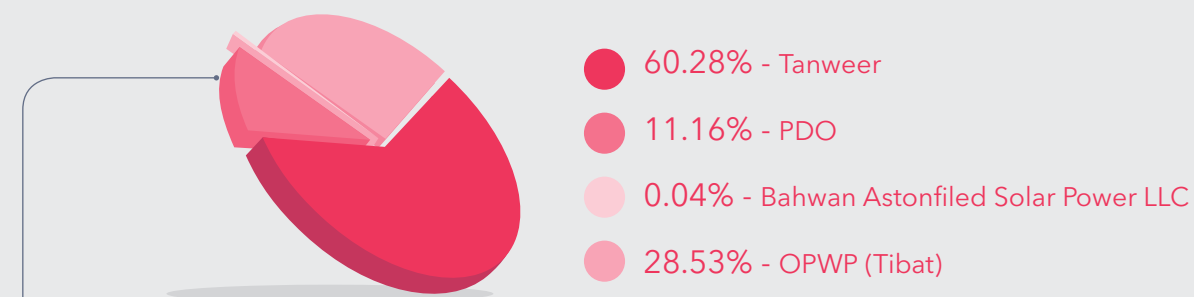


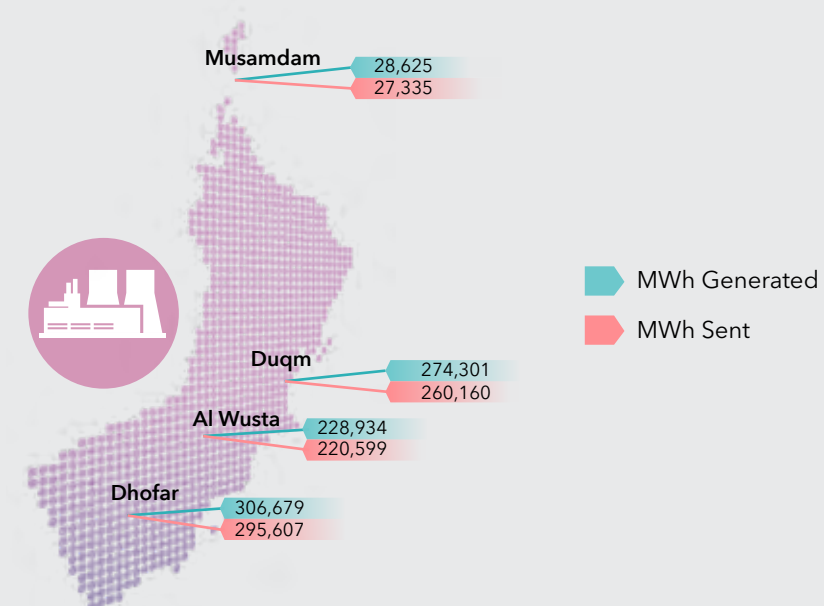
Figure: 14 - Percentage Power sent from Tanweer Plants & Power Purchase 2020



Regional Energy Generation

Figure (15) shows the regional power generation from Tanweer power stations in 2020. It can be noted that around 37% of power was generated from Dhofar power plants, 33%, 27%, and 3% from Duqm and Al Wusta and Musandam power plants respectively.

Figure: 15 - Regional Power Generation 2020 (Tanweer Power Plants)



Demand Profile & Load Profile

The acceleration in energy demand reflects the main challenges for Tanweer, most of the demand are Airconditioning which is mainly about 70% of the actual demand.

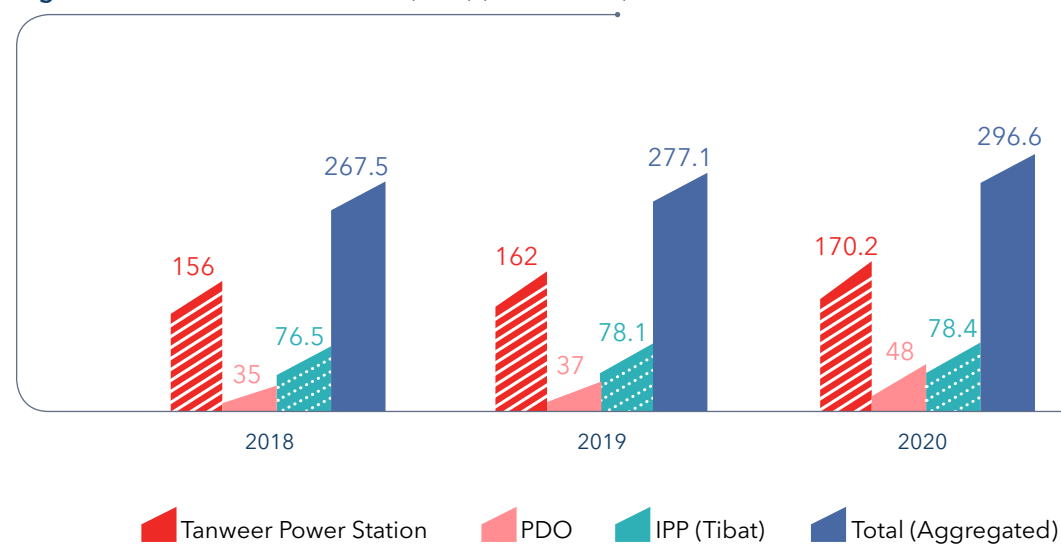
As the peak load growth rate has reached to 7% at 2020 system peak compared to 2019. This increase due to the current satiation in the country reflects the high demand load consumption, and the effects of the COVID-19, issue, where is most people are in home and inductive loads are running most of the time, additionally the Duqm area where is the industrial load increased due to the number of requested connections in the area (industrial load requirements) with high number of connection applications for bulk loads.

The total peak loads within Tanweer operation areas around 296.6 MW at system peak. The electric demand is divided into three main sections, which are:

- The energy produced by the Tanweer power plants, which is about 170 MW in 2020 at system peak.
- The imported power from the Tibat power plant at Musandam is around 78.4 MW in 2020.
- The imported energy from the Petroleum Development Oman (PDO) network about 48 MW at system peak in 2020.

The Figure (16) shows the total peak loads for all the Tanweer system peak with total system peak in MW.

Figure: 16 - Tanweer Load Profile (MW) (2018-2020)



Electricity Supplied

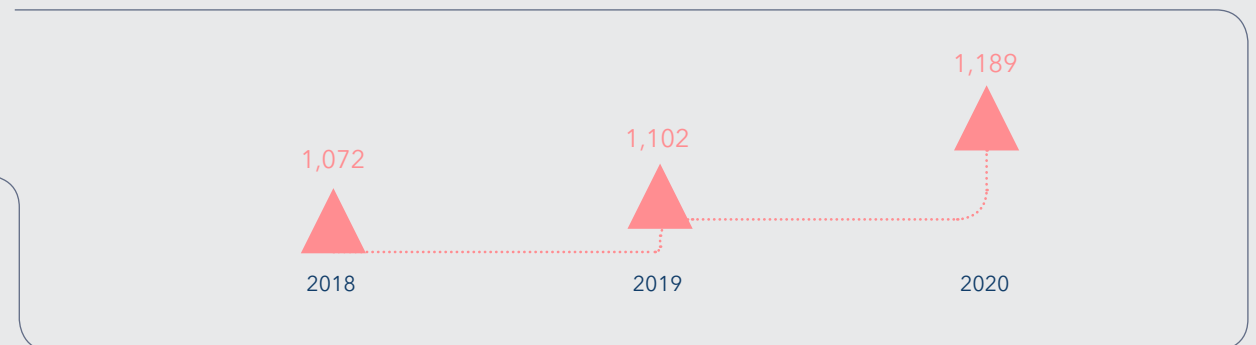
Unit Sold per Customer Category

The energy supplied to Tanweer customers reached 1,189 GWh in 2020 compared to 1,102 GWh in 2019. Table (11) shows the 2020 energy supplied segregated into the customer's categories which shows that the domestic customers are the highest energy consumers. The graph in Figure 8 shows the trend of the power supplied among the last three years. The increase in 2020 is mainly by the addition of Tibat gas processing plant as a customer of Tanweer, with consumption of around 53 GWh per year.

Table: 11 - 2020 Energy Supply to Customer Category

Tariff Category	Electricity Consumption	
	MWh	%
Agriculture & Fisheries	105,049	9%
Commercial	94,695	8%
Domestic	505,253	42%
Government	102,664	9%
Industrial	7178	1%
Ministry of Defense	62,918	5%
Tourism	18,744	2%
CRT ²	292,762	25%
Total	1,189,263	100

Figure: 17 - Growth in the RUD



Unit Sold per Governance

The following figure portrays the regional power sent to customers. It can be noted that around 32% and 31% of power was sent to Musandam and Al Wusta Customers, 23% and 14% to Dhofar and Al-Duqm customers.

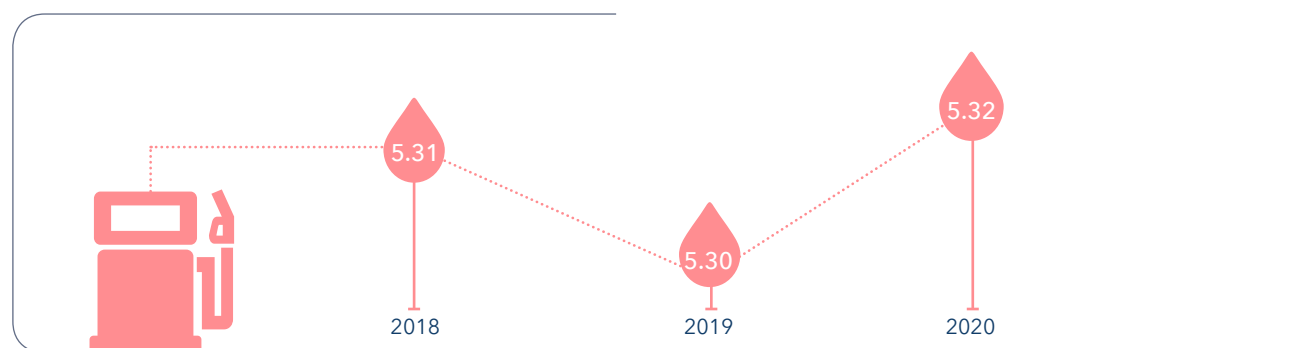
Figure: 18 - Regional Power Sold 2020

Fuel Efficiency

Our measure of system fuel efficiency represents the total kWh supplied to customers divided by the total diesel fuel required to run our systems (liters). As some of our power is procured from non-diesel sources (mainly Musundam Independent gas Power Plant as well as PDO Gas-fired generation) an increase in these sources will reduce overall diesel consumption.

Tanweer reached 5.32 kWh per liter of fuel in 2020. This was mainly due to an increased contribution of energy generation from Tibet Independent Gas Plant, in the Musandam governorate. The following Figure show the trend in diesel fuel requirement (efficiency) from 2018 to 2020.

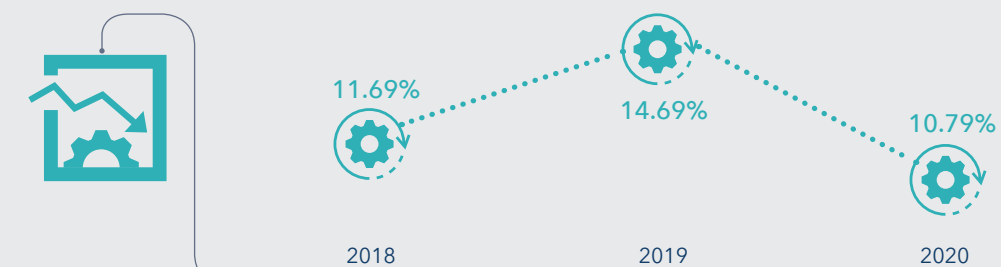
Figure: 19 - Fuel Efficiency (KWh/Litre) (2018 - 2020)



System Loss

System loss for the year 2020 is 10.79% compared to 14.69% in 2019. The company has put great efforts to reduce the technical and non-technical system losses as much as possible which was addressed mainly by implementing more effective billing and collection and due to the committee headed by the CEO and made up of the operating, supply, financial, and planning teams for research and follow-up to accurately determine the loss in the system.

Figure: 20 - % Losses (Technical & Non-Technical) in 2018 to 2020



Electricity Reliability

Tanweers' network has grown in terms of network length and number of substations in 2020 compared with 2019. However, the network total capacity decreased due to the transfer of some Tanweer's power plant loads to DPC in the Dhofar area and transferred some power plant loads to 132 kV Tibat in the Musandam area and this resulting in the shutdown of some of Tanweer power plants. Moreover, Duqm Power Station was considered under the Al Wusta governorate till 2019 and is considered under SEZAD from 2020. Table (12) shows the Tanweer network between 2019 and 2020.

Table: 12 - Technical Information for Tanweer Network

Item	Description	2019	2020
Capacity (MW)	Dhofar	126.6	116.6
	Musandam	97.3	91.3
	Al Wusta	192.1	109
	SEZAD	-	74.7
	Total Tanweer Capacity	416	391.6
Network length (km)	Overhead	5,577	5,688
	Underground	3027.5	3,040.5
Stations (Nos)	Grid	5	5
	Primary	99	105
	No. Distribution Substation (11/0.415 kV)- Ground-mounted	1,500	1,551
	No. Distribution Substation (11/0.415 kV)- pole mounted	2,560	2,619
SAIDI	Distribution	424.0	398.6
	Generation	342.7	220.1
	Total	766.7	618.7
SAIFI	Distribution	3.5	2.6
	Generation	3.5	2.7
	Total	7.0	5.2
CAIDI	Distribution	121.2	154.7
	Generation	98.9	82.5
	Total	110.1	118.0

Operational Data

Table: 13 - 2020 Operation Data for Power Plants - Dhofar

Plants	Tanweer DG		Rental DG (kw)	The month of Peak Demand	Maximum peak (kW)	Gross MWh	Net MWh	Diesel 000 Ltrs
	Installed kw	Available (kw)						
Al-Halaniat	1,565	1,250	-	May	510	2,392	1,960	747
Andat	2,012	2,604	-	June	1,600	4,208	4,118	1,317
Ayoon	1,200	552	-	February	138	169	168	71
Barbazoom	1,680	944	500	May	719	2,570	2,558	787
Dhaboon	4,379	2,976	1,000	May	2,491	11,410	11,395	3,361
Fatkhait	900	1,250	-	May, June & July	350	1,813	1,806	651
Herweeb	2,900	1,420	-	May	1,220	4,752	4,731	1,354
Al-Mazyunah	10,000	7,200	-	June	10,500	44,091	42,989	12,332
Mitten	3,400	1,630	1,000	June	1,060	4,083	4,061	1,220
Motorah	1,100	1,280	-	May	580	2,590	2,583	870
Saih Al-Kirat	48,702	48,000	-	May	24,300	145,495	140,251	35,572
Shahb Asaib	23,000	18,400	-	June	10,400	46,143	44,653	11,626
Sharbatat	4,700	2,182	-	May	1,280	6,155	6,099	2,052
Tusnat	1,170	-	-	August	May	0	0	0
Mudhai	3,872	4,078	3,872	May	2,320	9,902	9,477	2,862
Hasik	5,000	3,200	8,500	June	2,801	13,367	13,106	4,440
Fershat Qatbeet	10,000	10,000	10,000	June	1,390	7,541	5,653	2,047
Total	125,580	106,966	24,872	0		306,681	295,608	81,309

Ayoonm and Tusnat power station closed on 2020

Table: 14 - 2020 Operation Data for Power Plants - Musandam

Plants	Tanweer DG		Rental DG (kw)	The month of Peak Demand	The month of Peak Demand	Gross MWh	Net MWh	Diesel 000 Ltrs
	Installed kw	Available (kw)						
Kumzar (Standby)	465	358	0	-	0	-	-	-
*Khasab (Standby)	79,590	80,000		July	31,685	347	347	81
Madha	11,300	11,300	4,000	July	6,290	28,266	26,976	7,628
Lima (Standby)	0	0	2,000	July	1,900	12	12	9
Total	97,290	91,658	2,000	-		28,625	27,335	7,718

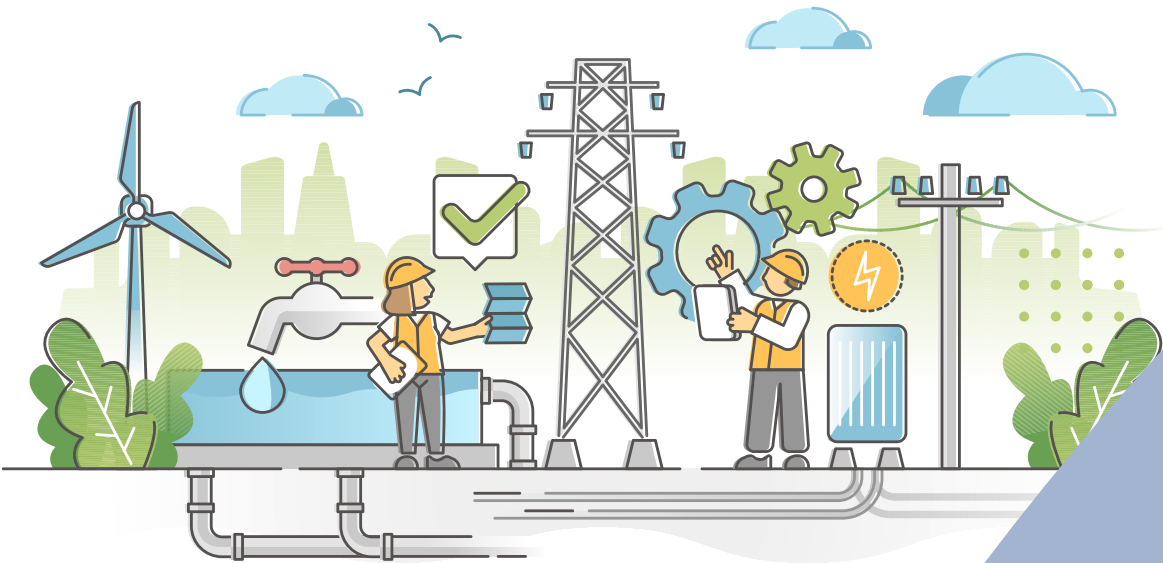
Table: 15 - 2020 Operation Data for Power Plants - Al-Wusta

Plants	Tanweer DG		Rental DG (kw)	The month of Peak Demand	Maximum peak (kW)	Gross MWh	Net MWh	Diesel 000 Ltrs
	Installed kw	Available (kw)						
Masrooq	1,900	1,350	-	August	641	2,429	2,384	769
Masirah	56,819	56,021	-	May	18,400	86,857	82,366	22,489
Al-Duqm	67,000	53,060	20,000	June	50,500	274,301	260,160	78,407
Al-Khaluf	2,508	1,600	-	April	1,094	4,890	4,752	1,488
Al-Kuwaima	8,016	6,035	-	March	3,440	18,098	17,801	5,204
Al-Najdah	2,700	1,760	-	May	1,461	5,295	5,181	1,602
Hij	30,100	15,000	12,000	May	15,480	62,322	61,796	17,416
Hitam	2,932	2,260	-	May	1,650	6,596	6,273	2,047
Sarab	4,000	2,000	-	April	2,219	9,757	9,589	2,940
Al-Dhafarat	3,500	3,500	-	March	1,310	3,761	3,693	1,090
Al-Khadrah	12,700	10,000	-	May	5,700	27,959	25,795	7,924
Wadi Aswad (Standby)	-	-	5,000	August	4,227	971	971	266
Total of 12 Power Station	192,175	152,586	37,000			503,236	480,761	141,642



Table: 16 - 2020 Operational Data for Desalination

Governorate	Desalination Plat	Installed Capacity m³/day	No of units	Gross	Net
Al- Sharqiyah	Masirah	6,100	10	536,197	485,344
Al-Wusta	Al-Duqm	8,000	4	1,824,036	1,757,456
	Abumudabi	200	3	17,752	17,599
	Sawgrah	250	2	20,743	20,619
Dhofar	Al-Halaniyat	190	2	37,492	37,400
Musandam	Kumzar	450	3	35,205	34,589
Total		15,190	24	2,471,425	2,353,007



E-Services Performance



Tanweer received 75 complaints during 2020 and all were solved on time. Moreover, there is an increase in the 2020 calls offered and handled to customers. On the other hand, there is a decline in the 2020 Service Level compared with 2019 due to the impact of Covid-19. The 8.70% decline in the 2020 Service Level might be attributed to the fact that the Contact Center Agents were all working from home with limited resources this might have proven difficult for the agents to respond to a high volume of customer queries on time. The below table 17 analyses 2019 and 2020 service performance.

Table: 17 - 2019 & 2020 Services Performance

Year	Offered	Handled	Abandoned	Service Level	Abandon Level
2019	16,985	15,302	1,667	90.09%	9.81%
2020	23,750	19,535	4,076	82.25	17.16%

Water Desalination

According to the directions of the (APSR) to convert five of Tanweer's plants to Public Authority of Water (DIAM). By the end of 2020, Tanweer operates only one desalination plant in Duqm which supplies bulk desalinated water to the Public Authority of Water (PAW).for this reason, the below table note that in 2020 Tanweer produced 2,471,425 cubic meters of desalinated water. This is around 31% lower than the 2019 desalination amount of 3,643,626 cubic meters. By the end of 2020, Tanweer operates one desalination plant in Duqm which supplies bulk desalinated water to the Public Authority of Water (PAW).

Table: 18 - Water Desalination Plant 2019 - 2020

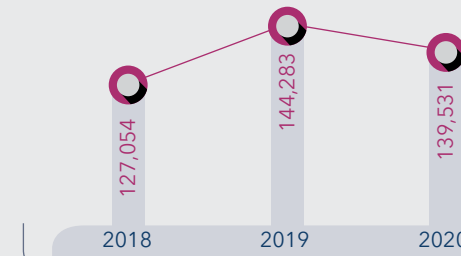
Facility	Plan Capacity (m ³ /day)	Gross Production m ³		Net Sent m ³		Water Sent Growth
		2019	2020	2019	2020	
Al-Duqm	8,000	1,812,934	1,824,036	1,696,900	1,757,456	4%
Masirah	6,100	1,580,351	536,197	1,452,085	485,344	-67%
Kumzar	450	100,071	35,205	98,899	34,589	-65%
AbuMudabi	200	49,907	17,752	49,200	17,599	-64%
Sawqrah	250	42,144	20,743	41,560	20,619	-50%
Al-Halanyat	198	58,219	37,492	57,492	37,400	-35%
Total	15,198	3,643,626	2,471,425	3,396,136	2,353,007	-31%

Financial Performance

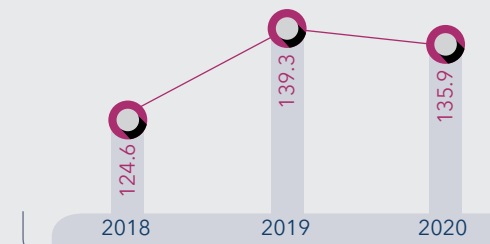


Figure: 20 - Financial Performance 2018-2020

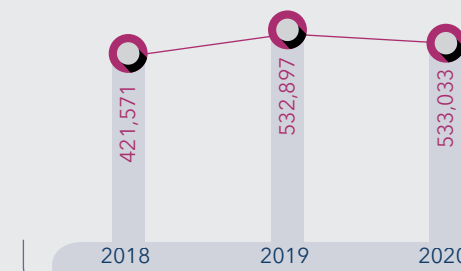
Total Revenue RO'000



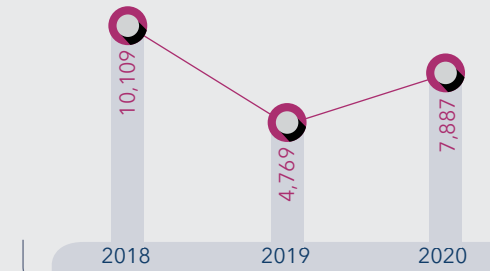
Expenditure RO'000



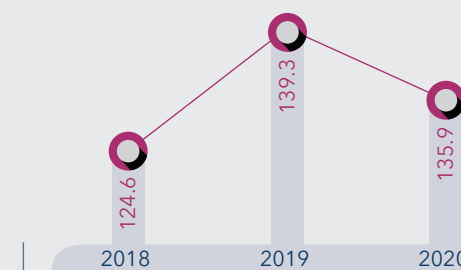
Total Asset RO'000



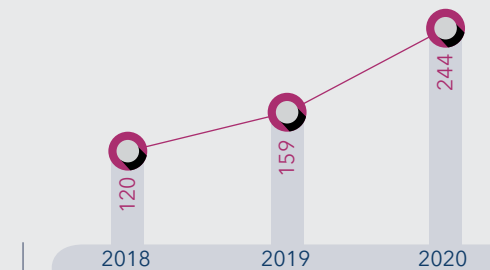
Profit after Tax RO'000



Expenditure RO'000



Days Sales Outstanding



Communication & Sustainability



نتقدم بثقة
Moving Forward
with Confidence



Oman Vision 2040

The future vision "Oman 2040" has been developed and precisely formulated in the light of wide community consensus and participation of the different social groups, so that the vision is fully integrated into the economic and social realities and objectively orientated towards the future foresight, as a key guide and reference for planning in the next two decades.

Communication Initiatives & Achievements

Virtual Contractors Forum

The first annual Contractor's Forum was launched on 14 Dec 2020 through virtual Application "TEAMS" in the presence of previous Tanweer CEO Eng. Saleh Al-Rumi, the Executive Management Team, number of employees and with the participation of more than 100 contractors and suppliers.

During the forum, a clear vision of the company's plans and policies were presented for the upcoming period related to the contracting mechanisms and implementation of projects, exchange of ideas and identify the obstacles faced by these contractors during the implementation of projects, how to assign tenders to SME's companies, and introduce the laws and standards applied in the registration of companies operating in the sector.



Majlis Tanweer

Tanweer strives to develop and improve the work environment and ensure to enhance engagement with employees by launching several initiatives to enrich knowledge and serve its strategic objectives to achieve corporate excellence, improve job performance and enhance a culture of knowledge among employees.

Through the Majlis Tanweer initiative, panel discussion sessions were organized with the Executive Management Team to share with the largest number of employees the knowledge about Tanweer's strategies, achievements, challenges, and HSE through the TEAMTEAMSication.

Signing Ceremony of the Document Management Agreement

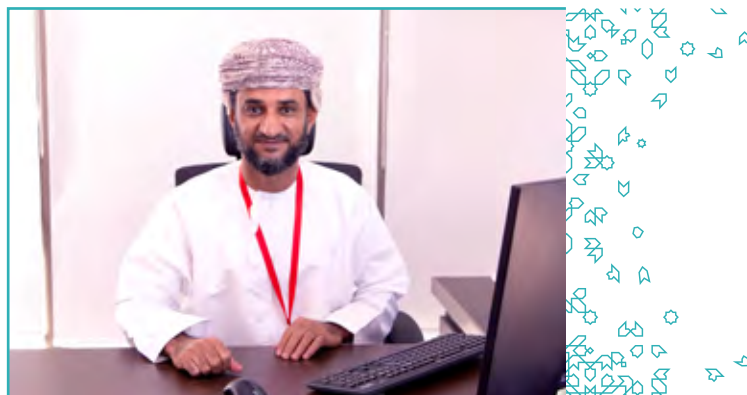
To achieve Oman vision 2040 and support the national strategy for electronic transformation, Tanweer has signed an agreement for the Document Management Manual with National Records and Archives Authority.

The agreement was signed by His Excellency Dr. Hamad bin Mohammed Al Dowiani, Chairman of the National Records and Archives Authority, Eng. Saleh bin Nasser Al Rumhi, CEO of Tanweer, In the presence of Eng. Omar bin Khalfan Al Wahaibi, CEO of Nama Group.



"Let's Learn" initiative

Through the "Let's Learn" initiative, we seek to develop the capabilities of employees in various fields, develop the working environment in line with the company's vision, and motivate employees to innovate and provide excellence in the delivery of services.



Sustainability

Social Responsibility Initiative

Hamra Al Daroo Sixth Camel Festival

Tanweer was honored for contribution to the Hamra Al Daroo Sixth Camel Festival of 2019. The festival was held at Hamra Al Daroo in Wilayat Abri in Al Dhahirah Governorate.



Omani Environmental Day

On the occasion of the Omani Environment Day, and emphasizing the need to preserve the Omani environment, protect its resources, and the importance of volunteering, the Tanweer team participated in the tree planting campaign in collaboration with "SEZAD" Special Economic Zone Authority in Duqm, and with the companies operating in the Al-Doqm.

The initiative came to complement Tanweer's efforts on spreading positive values to support society and to engage with the government and private entities.



Environment Initiatives

Plastic-free Campaign

Tanweer launched a new initiative "Plastic - Free Campaign" to become a plastic-free company to protect the environment and coinciding with international environmental day.

Tanweer uses more than 12000 plastic bottles annually, as this constitutes a burden on the company's economy and environment. Therefore, the company decided to stop the usage of plastic bottles, cups, and others plastic products to save the environment. To support the employees during this campaign, the HSE department purchased reusable bottles to replace the plastic water bottles that have already been distributed to Tanweer employees.



Sharing my Knowledge Initiative

A new initiative (Sharing my knowledge) was launched on July 6, 2020, at Dhofar regional office.

The initiative idea revolves around engaging Tanweer employees in a workshop that seeks to enhance the culture of learning, transfer, and exchange of knowledge, enhance the spirit of one team, enhance the work environment, promote effective communication between various departments in the company.

Sharing each other's experience is the key learning for Tanweer's employees on different topics such as "how to write reports (accidents) in the Oracle system, and the art of photography, such as organizing pictures and videos, using available electronic programs, and how to put artistic touches".



Renewables

New Solar Connections

Small Scale Grid Connected Solar PV project has many advantages as the use of solar energy instead of traditional energy sources. First, it will lead to the reduction of harmful carbon emissions and the maintenance of air quality. Second, it conserves and provisions natural resources. These resources can then be utilized in other value-added uses that enhance national development, provide employment opportunities for local cadres, add new industries and sectors, and drive economic diversification. The below table shows the four Small Scale Grid Connected Solar PV projects covered in 2020.

Table: 19 - Scale Grid Connected Solar PV Projects

Project Name	Location	Total Installed DC Capacity (kWp)	Total Installed AC Capacity (kWAC)
Al-Duqm School PV System	Duqm	111.8	100
Al-khahil School PV System	Al-Khalil - Al-Jazer	120.4	120
ABSS - Abu Bakr Siddiq School	Musandam - Khasab	112.8	120
JOS - Jawharat Oman School	Musandam - Khasab	112.8	120
Dhofar	AL Halaniyat	190	2

Al Mazyunah Solar Project

- Tanweer signed a 20-year PPA with the private investor Bahwan Aston Field, owner of the 307kWp PV power plant, to purchase electricity produced from the PV plant.
- The plant consists of two PV technologies, Polycrystalline and Thin-film. The PV power plant contains a total of 1617 modules, 31 inverters and covers an area of 8000 m².
- The project was commissioned in May 2015 & In 2020, the total energy generated reached 542 MWh.

Total energy generated reached
542 MWh.



Tanweer Headquarter Roof-mounted Solar Photovoltaic System

Tanweer's Tanweer Headquarter roof mounted Solar PV system consists of a total PV capacity of 44.6 kW which is generated 72 MWh annually. It has been commissioned on 29 January 2019 with representation from MEDC. The commercial operation date was in 4th Feb 2019.

Till the end of 2020, the system generated nearly 135.6 MWh which saved OMR 2824.7 and reduced 135.1 tons of CO₂.

Dhofar Wind Farm

Tanweer signed an agreement with Abu Dhabi Future Energy Company (Masdar) to develop a Tanweer signed an agreement with Abu Dhabi Future Energy Company (Masdar) to develop a Dhofar wind power project with a total installed capacity of 50MW, connected to the OETC south grid.

The project was commissioned on 15th November 2019, consisting of 13 wind turbines (3.8 MW each wind turbine - GE Technology).

Total energy generated in the first-year from 15 Nov 2019 - 14 Nov 2020 approx. 104 GWh.



Award for Solar-diesel Hybrid Power Projects in Oman by Q3

As many as 14 international groups and their local partners are competing for the contract to develop the hybrid power projects in 11 different locations across Tanweer's sprawling license. The selected bidder will implement all 11 small-scale ventures as one Independent Power Project (IPP) with Tanweer as the off-taker of electricity output under a 15-year Power Purchase Agreement.

"The financial bidder selection and evaluation are expected by Quarter 2 of 2021 (subject to the approval of the Authority for Electricity Regulation (AER) Oman," said Tanweer in its newly published 2019 Annual Report.



The successful developer will install a total of 37 megawatts peak (MWp) of solar photovoltaic capacity at the 11 sites, in addition to 28 MW of battery energy storage capacity. Selected sites are Madha (Musandam Governorate), Masrooq (Al Dhahirah), Al Khuwaimah and Masirah (Al Sharqiyah South), Al Hitam, and Al Khadrah (Wusta), and Mittan, Al Mazyunah and Farshat Qatbeet (Dhofar).



Summary of Major Projects Achievements



Tanweer Project in Wadi Aswad Area

Tanweer undertook a project to engineering, supplying, and construction (33/11kV) step-down station with a capacity of (2x10 MVA), with a total cost of more than OMR 946 Thousand in Wadi Aswad, Wilayat Ibri, Al-Dhahirah Governorate.

This project is considered one of the essential projects in the development of the electrical network in Al-Dhahirah Governorate. Hence, the sub-station is feeding on PDO's Networks at Al Nahida Area.



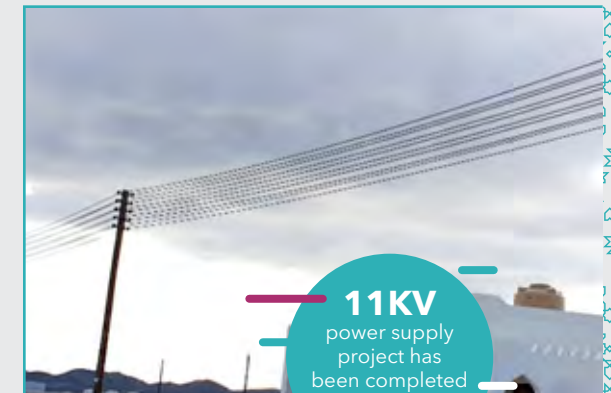
The project to engineering, supplying, & construction
33/11kV

Upgrading of existing Haima Primary Substation

Tanweer successfully had energized and upgraded the existing Haima primary substation and expanded the switchboard at the total cost of OMR 299 Thousand in Hema province in Al-Wusta Governorate, as part of expansion and development projects of the electrical network in the governorate.

Completion of the 11 KV Power Supply Project to several villages in Masirah

The 11KV power supply project has been completed in the Seinral villages in Wilayat of Masirah (Marsis, Sure Masirah, Amaq, Magleh, Hall, and Samar village) in 2020.



11KV
power supply project has been completed in Wilayat of Masirah

