

Oando Plc

Oando Investor Presentation

November, 2015



www.oandopl.com



Oando
..the energy to inspire

This presentation does not constitute an invitation to underwrite, subscribe for, or otherwise acquire or dispose of any Oando Plc (the “Company”) shares or other securities.

This presentation includes certain forward looking statements with respect to certain development projects, potential collaborative partnerships, results of operations and certain plans and objectives of the Company including, in particular and without limitation, the statements regarding potential sales revenues from projects, the both current and under development, possible launch dates for new projects, ability to successfully integrate acquisitions or achieve production targets, and any revenue and profit guidance. By their very nature forward looking statements involve risk and uncertainty that could cause actual results and developments to differ materially from those expressed or implied. The significant risks related to the Company's business which could cause the Company's actual results and developments to differ materially from those forward looking statements are discussed in the Company's annual report and other filings. All forward looking statements in this presentation are based on information known to the Company on the date hereof. The Company will not publicly update or revise any forward looking statements, whether as a result of new information, future events or otherwise, other than is required by law.

Past performance is no guide to future performance and persons needing advice should consult an independent financial adviser.

All estimates of reserves and resources are classified in line with NI 51-101 regulations and Canadian Oil & Gas Evaluation Handbook standards. All estimates are from an Independent Reverses Evaluator Report having an effective date of 31st December 2014.

BOEs [or McfGEs, or other applicable units of equivalency] may be misleading, particularly if used in isolation. A BOE conversion ratio of 6 Mcf: 1 bbl [or an McfGE conversion ratio of 1 bbl: 6 Mcf] is based on an energy equivalency conversion method primarily applicable at the burner tip and does not represent a value equivalency at the wellhead.

The estimates of reserves and future net revenue for individual properties may not reflect the same confidence level as estimates of reserves and future net revenue for all properties, due to the effects of aggregation.

Reserves: Reserves are volumes of hydrocarbons and associated substances estimated to be commercially recoverable from known accumulations from a given date forward by established technology under specified economic conditions and government regulations. Specified economic conditions may be current economic conditions in the case of constant price and un-inflated cost forecasts (as required by many financial

regulatory authorities) or they may be reasonably anticipated economic conditions in the case of escalated price and inflated cost forecasts.

Possible Reserves: Possible reserves are quantities of recoverable hydrocarbons estimated on the basis of engineering and geological data that are less complete and less conclusive than the data used in estimates of probable reserves. Possible reserves are less certain to be recovered than proved or probable reserves which means for purposes of reserves classification there is a 10% probability that more than these reserves will be recovered, i.e. there is a 90% probability that less than these reserves will be recovered. This category includes those reserves that may be recovered by an enhanced recovery scheme that is not in operation and where there is reasonable doubt as to its chance of success.

Proved Reserves: Proved reserves are those reserves that can be estimated with a high degree of certainty on the basis of an analysis of drilling, geological, geophysical and engineering data. A high degree of certainty generally means, for the purposes of reserve classification, that it is likely that the actual remaining quantities recovered will exceed the estimated proved reserves and there is a 90% confidence that at least these reserves will be produced, i.e. there is only a 10% probability that less than these reserves will be recovered. In general reserves are considered proved only if supported by actual production or formation testing. In certain instances proved reserves may be assigned on the basis of log and/or core analysis if analogous reservoirs are known to be economically productive. Proved reserves are also assigned for enhanced recovery processes which have been demonstrated to be economically and technically successful in the reservoir either by pilot testing or by analogy to installed projects in analogous reservoirs.

Probable Reserves: Probable reserves are quantities of recoverable hydrocarbons estimated on the basis of engineering and geological data that are similar to those used for proved reserves but that lack, for various reasons, the certainty required to classify the reserves are proved. Probable reserves are less certain to be recovered than proved reserves; which means, for purposes of reserves classification, that there is 50% probability that more than the Proved plus Probable Additional reserves will actually be recovered. These include reserves that would be recoverable if a more efficient recovery mechanism develops than was assumed in estimating proved reserves; reserves that depend on successful work-over or mechanical changes for recovery; reserves that require infill drilling and reserves from an enhanced recovery process which has yet to be established and pilot tested but appears to have favorable conditions





01

Executive Summary



08

Upstream Operations

- Oando Energy Resources (OER)
- Oando Energy Services (OES)



27

Midstream Operations

- Oando Gas & Power (OGP)



32

Downstream Operations

- Oando Terminals (OT)
- Oando Supply & Trading (OST)
- Oando Marketing (OMP)



46

Corporate Social Responsibility (CSR)

- Oando Foundation



53

Appendix





Executive Summary



Oando
..the energy to inspire

PARENT LISTING



Primary Listing
▶ NSE



Secondary Listing
▶ JSE

UPSTREAM LISTING

Subsidiary



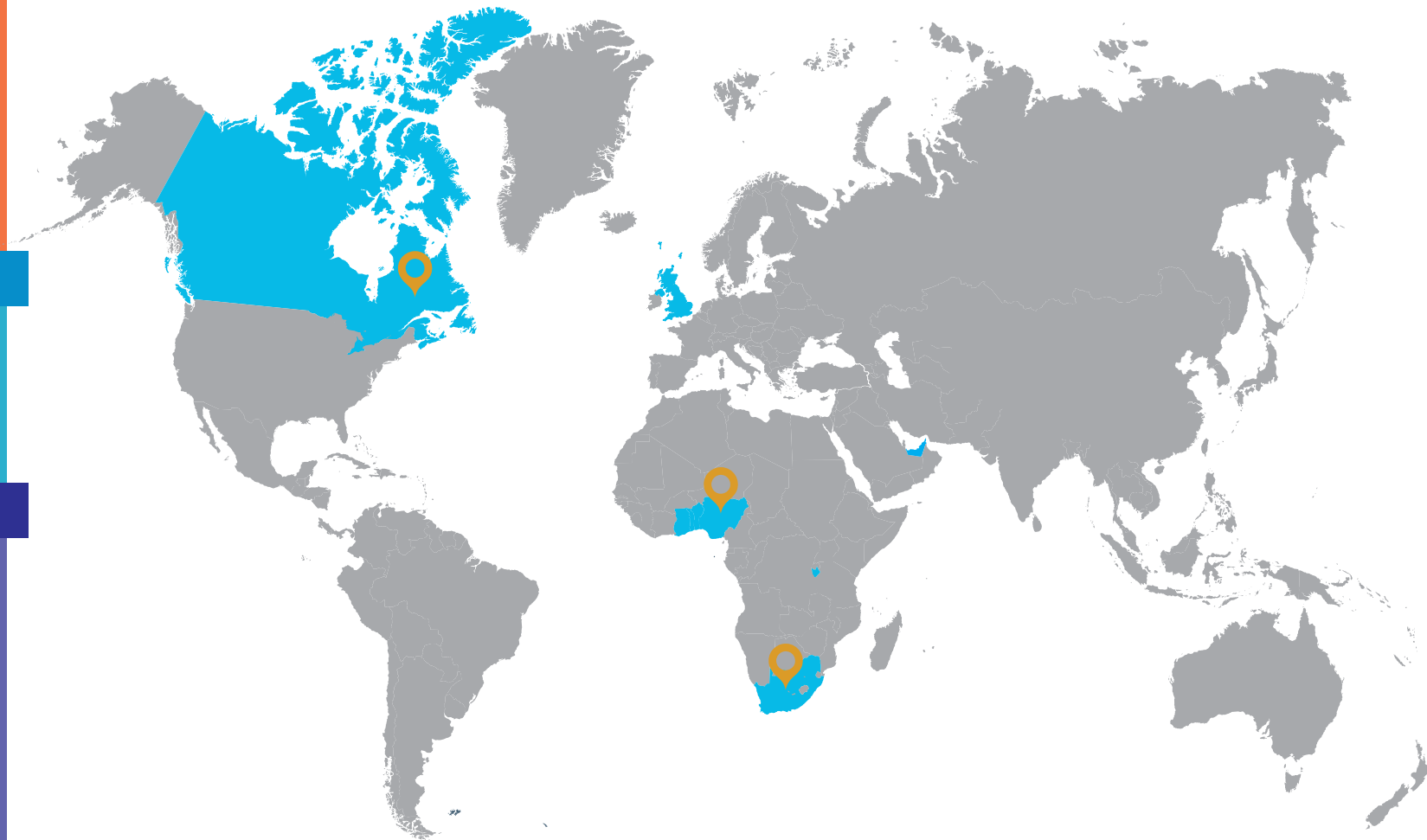
Oando Energy Resources Listing
▶ TSX

FINANCIAL OVERVIEW

~\$ **2.21** BN
2014 Revenue

~\$ **2.06** BN
Enterprise Value

~\$ **533** M
Market Capitalisation



 **PUBLIC LISTING**

- ②
- Information dated 9th November 2015
 - Reflects 25% equity stake in Downstream post-divestment based on implied equity valuation (100%) of \$241m per proposed SPA adj
 - Enterprise Value excludes value of interest in HQ building and other real estate assets
 - Adjusted net debt estimate as at September 25, 2015 (Total debt less convertible loan notes, adjusted for cash)



History of Oando (1956 - 2015)



1956-1994

- The company commenced business in 1956 with operations as a petroleum marketing company in Nigeria under the name "ESSO West Africa Incorporated", a subsidiary of Exxon Corporation of the USA
- The Federal Government of Nigeria (FGN) bought Esso's interest in 1976 and thus became sole owners of the company. The company was then re-branded "Unipetrol Nigeria Limited"
- Unipetrol became a Public Limited Company in 1991 and 60% of the company's shareholding was sold to the Nigerian Public under the first phase of the privatization exercise
- In February 1992, the company was quoted on the Nigerian Stock Exchange (NSE)
- Ocean and Oil Services limited was founded in 1994 to supply and trade petroleum products within Nigeria and worldwide



2000

Unipetrol acquired 40% in the equity of Gaslink Nigeria Limited to utilize its exclusive Gas Sale and Purchase Agreement with Nigeria Gas Company, and later increased the stake to 51% in 2001

Ocean & Oil holdings acquired 30% controlling stake in Unipetrol through the purchase of the FGN's stake in the company

The company later increased its controlling stake to 42% in 2001



2002

The company bid for and acquired 60% in the equity of Agip Nigeria Plc from Agip Petroli International



2003

Unipetrol Nigeria Plc merged with Agip Nigeria Plc and was rebranded "Oando"

Oando Marketing emerged as a Downstream Group with the largest footprint in Nigeria



2004

Oando Trading Limited and Oando Supply & Trading Limited was incorporated

Oando Gas & Power (OGP) emerged as a result of Gaslink's gas distribution franchise and Oando's customer base



2005

Oando became the first African company to achieve a cross-border inward listing on the JSE

Oando Energy Services (OES) was incorporated



2007

Gaslink lays 100km gas distribution pipeline in Lagos

OES acquires 2 drilling rigs



2008

Oando emerged Nigeria's first indigenous oil company with interest in producing deepwater assets by the acquisition of 15% equity in OMLs 125 & 134

OES acquired an additional drilling rig



2009

2 swamp rigs acquired; bringing the total rig count to 5

Gaslink phase 3 gas pipeline completed



2010

OGP launched its first Independent Power Plant, Akute IPP, a 12.15MW power plant for Lagos Water Corporation

The company successfully completed a \$140 million rights issue which was 128% oversubscribed



2011

Central Horizon Gas Company (CHGC) is awarded mandate for River state gas distribution

Completed construction and commissioned of the 128KM Eastern Horizon Gas Company (EHGC) Pipeline

FGN awards Oando/Agip consortium \$3Bn Central Processing Facility



2012

The company completes the reverse takeover of Exile Resources to subsequently become Oando Energy Resources (OER), listed on the Toronto Stock Exchange (TSX)

40% farm-in to Qua Ibo (OML 13)



2013

Commissioned 10.4 MW Alausa IPP to provide electricity to the Lagos state Government

\$341 million successful Rights Issue, 101% subscribed

\$200 million Private Placement to a consortium of private investors



2014

Oando acquires Conoco Phillips Nigerian business for \$1.5 billion

\$250 million sale of EHGC

OER successfully completes \$50 million private placement



2015

Oando reaches agreement to divest 60% of downstream business to Helios-Vitol consortium for \$461 million

\$250 million successful Rights Issue,



Financial Highlights



Profit & Loss Statement

\$' Million	9M Sept 2015*	2014	2013	2012
Revenue	1,347	2,561	2,944	4,190
Revenue Growth	(38%)	(13%)	(30%)	15%
EBITDA	175	271	306	237
EBITDA Margin	13.0%	10.6%	10.4%	5.7%
Net Income	(246)	(1,106) ¹	9	69
Net Income Margin	(18.2%)	(43.2%)	0.3%	1.7%

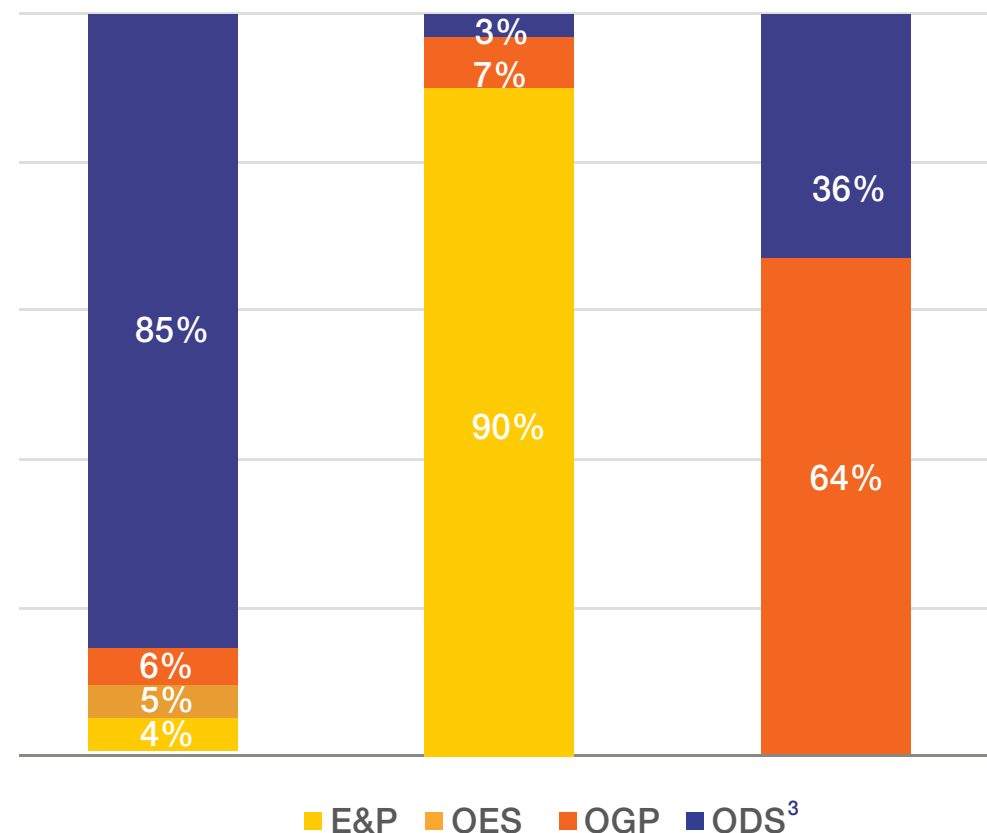
Balance Sheet Statement

\$' Million	9M Sept 2015*	2014	2013	2012
Fixed Assets	2,888	1,688	1,101	839
Cash & Bank	99	255	178	86
Short Term Debt	1,092	1,683	1,182	1,376
Long Term Debt	780	878	463	484
Net Debt	1,772	2,412	1,466	1,026
Total Equity	279	246	1,046	679

2014 Revenue Contribution

2014 EBITDA Contribution²

2014 Net Profit Contribution²



EXPLORATION & PRODUCTION



~ **55** kboepd
9M September 2015
Average Net Production

542
mmboe
2P Reserves +
2C Resources

ENERGY SERVICES



4
Swamp Rigs
>40% Market Share

GAS & POWER



125 Km
Pipeline Network
22.55 MW
Power Generation
Capacity

TERMINALS



45,000 MT
Dead Weight Tonnage
Cargo Capacity, Apapa
Jetty & Subsea Pipeline

SUPPLY & TRADING



~ **15** %
of Nigeria's Fuel
Requirement is
Supplied by Oando

MARKETING



> 400
Retail outlets
operations in Nigeria,
Ghana, Benin, Togo



		Description	Assets
UPSTREAM	Exploration & Production	- Largest indigenous producer in Nigeria - OER Listed on the Toronto Stoch Exchange (TSX) 93.8% ownership of OER	- Producing assets: OMLs 60-63, OML 125, OML 56 & OML 13. - Development & appraisal: OML 90, OML 122, OML 131, OML 134, and OML 145, - Exploration: OPL 321, OPL 323, OPL 278, OPL 282, OPL 236, EEZ 5 and EEZ 12
	Energy Services	- Largest swamp drilling fleet in Nigeria servicing IOCs 40% Market Share	4 swamp rigs (2 in contract, 2 awaiting commencement of operation) - Drill bits and engineering services - Total fluids management
MIDSTREAM	Gas & Power	First private sector company to enter gas distribution in Nigeria	2 Gas Pipeline franchises: - GNL: 120km Lagos(110 mmscf/d Capacity) - CHGC: 5km East 2 Independent Power Plant (IPP) - Akute IPP 12.15 MW - Alausa IPP 10.40 MW - Compressed Natural Gas: 5mmscf/day capacity - Central Processing Facility: 150kscm/day capacity
DOWNSTREAM	Terminals	- Current Project - Apapa Midstream Jetty: 45,000 MT Dead Weight Tonnage Cargo Capacity	- Projects in development - Apapa Terminal upgrade - Badagry Terminal: New petroleum terminal of 210,000 MT storage capacity
	Supply & Trading	- Largest indigenous supply and trading player in the Sub-Saharan region 15% market share in PMS importation	- Trading desks and operations in Nigeria, Bermuda, South Africa, East Africa & Dubai - Trading consultants in the United Kingdom & Singapore
	Marketing	- Large distribution footprint with access to over 1,500 trucks and 150m litres storage capacity 15% market share in Nigeria	400+ retail outlets; in Nigeria, Ghana & Togo 7 terminals (110ML) 3 Aviation fuel depots 3 lube blending plants (130m litres/annum) 10 LPG filling plants

Strategic Highlights

		Current: 2015	Midterm: 2017	Long Term: 2019
UPSTREAM	Exploration & Production	› Production of ~55kboepd (9M Sept 2015 Average) › 2P Reserves of 420mmboe › Maintain production on OMLs 60 - 63 (Production Optimisation) › Maintain production levels on Abo field (OML 125) through drilling and completion as well as FPSO life extension › Maintain production levels from Ebendo (OML 56) through facility & pipeline enhancements › Complete facility enhancements to maintain production on Qua Ibo (OML13)	› Production Target: > 80kboepd › Reserves Replacement Ratio Target of 1:1 › Organic Growth: Accelerated development programme on OMLs 60 - 63 › Inorganic Growth: Take advantage of indigenous status by participating in FGN bid rounds and IOC divestment programmes	› Production Target: >100kboepd › 2P Reserves Target: >500mmboe
	Energy Services	› Actively engage swamp rig fleet active › Expand product offering in drilling & completion business › Execute a substantive MOU with an established international drilling company and jointly deploy additional drilling rigs	› Deploy first offshore rig through JV company › Enter into additional partnerships and jointly deploy drilling rigs › Grow Drilling & Completion business market share › Divestment of up to 51% or potential listing	› Enter into partnerships and jointly deploy deep-water drilling rigs › Divestment of an additional 25%
MIDSTREAM	Gas & Power	› Achieve mandates for the development of embedded power generation for Distribution Companies › Complete construction of Greater Lagos Pipeline (GL4) and Port Harcourt Pipeline Expansion projects › Grow aggregate gas pipeline utilization to average 75mmscf/d › Finalize feasibility for the ELPS-Ibadan-Ilorin-Jebba (EIIJ) gas transmission pipeline › Invest in acquisition of NIPP/Grid connected power utilities	› Complete development and commence operation of 150MW embedded/grid power generation › Complete development and commence operation of at least 20mmscf/d Mini LNG business › Grow aggregate gas pipeline utilization portfolio to an average of 100mmscf/day › Commence phased development of EIIJ gas pipeline › Commence execution of at least 300mmscf/d Gas Processing Facility	› Complete development & commence operation of 80MW embedded/grid power generation › Grow aggregate gas pipeline utilization/contracts to an average of 200mmscf/day › Commence phased development of gas distribution system in Tema industrial area (Ghana)
DOWNSTREAM	Terminals	› Completion of construction & commencement of operations of the Apapa Jetty and subsea pipelines in the Lagos Port › Commission 3rd party commercial & technical feasibility for the Eastern 4KT LPG Tank farm construction › Commencement of first phase for the Apapa Terminal upgrade	› Commencement of commercial & technical feasibility for 360kt ONNE Energy Quadrant › Completion of 2nd phase and commencement of 3rd phase for the Apapa Terminal Upgrade › Commencement of FEED on Badagry Terminal facility	› Commence JV partnerships in operational areas › Complete Apapa Terminal 1 upgrade › Construction of 360kt ONNE Energy Quadrant › Construction of Badagry Terminal facility
	Supply & Trading	› Focus on increasing market share in existing markets and achieving economies of scale	› Diversifying markets, increasing West-African presence	› Expansion into other African markets
	Marketing	› Conclude on process of Group's partial divestment › Maintain a minimum (25%) current white products market share of MOMAN › Position for a partial/fully deregulated gasoline market › Maintain LPG leadership strategy amongst MOMAN whilst growing national share from 17% to 20%	› Business expansion and increased efficiencies › Expand white market share of the Majors to 30% › Grow non-fuel revenue	› Explore further divestment (Group)



Upstream Operations



Oando
..the energy to inspire

Exploration & Production



Oando Energy Resources (TSX:OER) - Overview



\$Million ¹	9M SEPT 2015	2014	2013	2012
Revenue	355	421	127	135
Revenue Growth	44%	231%	(6%)	(15%)
EBITDA	133	199	89	91
EBITDA Margin	38%	47%	70%	68%
Net Income	(63)	(320)	(38)	16
Net Income Margin	(18%)	(49%)	(30%)	12%
Production (mboe)	15,057	9,105	1,460	1,483



TSX Listing



93.8 %
owned by PLC

Producing Assets



7
OMLs 60-63,
Abo, Ebendo & Qua Iboe

9M September 2015 Average Net Production



55,154
boepd

2P Reserves



420.3
MMboe

2C Resources



121.9
MMboe



The combined Group of Oando Energy Resources (OER) & Oando Exploration and Production (OEPL) is the exploration and production subsidiary of Oando Plc, which has built a portfolio of oil and gas assets in Nigeria and the Gulf of Guinea.

Vision:

To be the Leading Indigenous E&P Player/Company on the African Continent

Key Objectives:

Mid-Term (2017)

≥ **80,000** boepd

Long Term (2019)

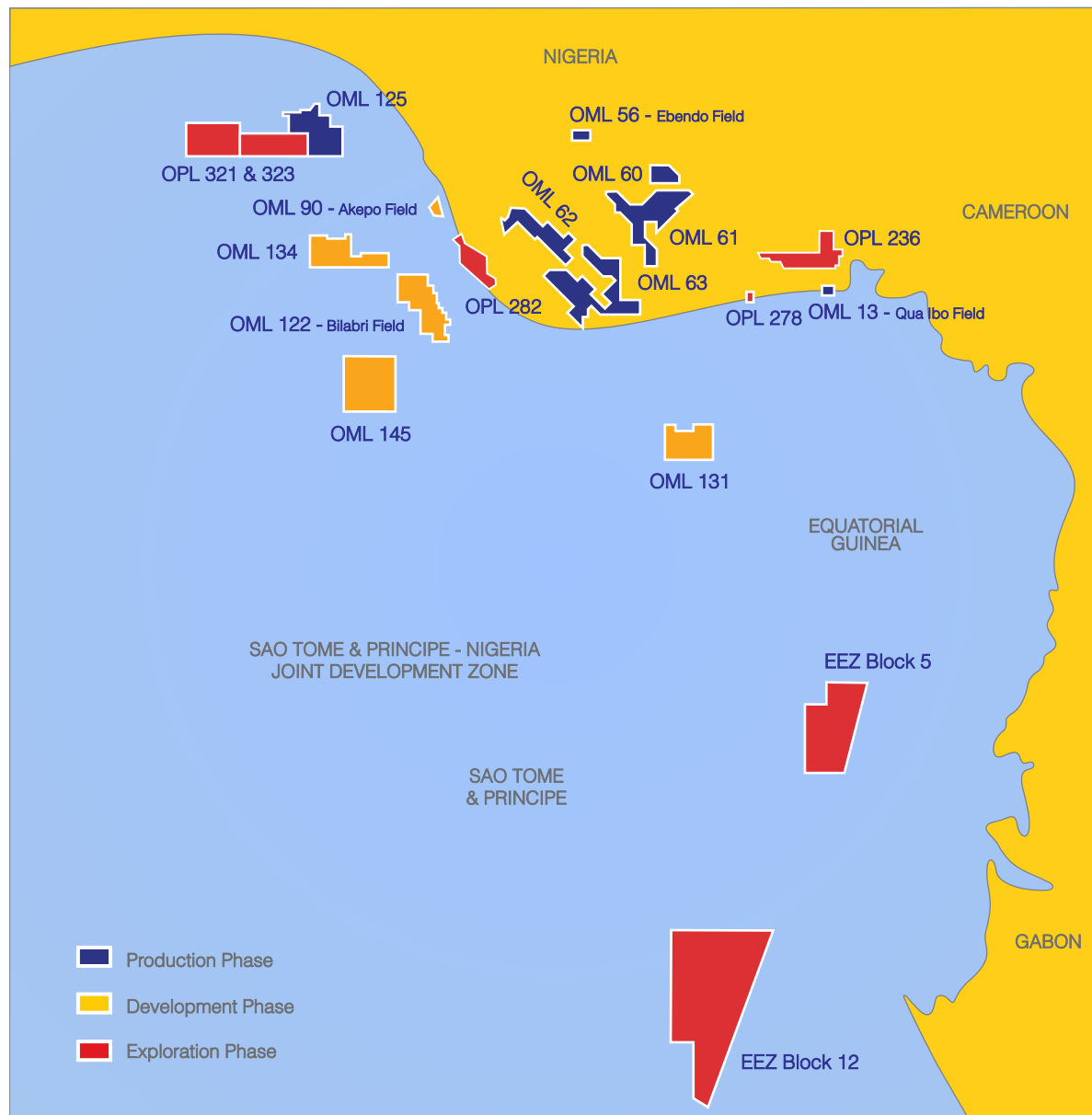
≥ **100,000** boepd

Long-Term Reserves

2P of **500** mmboe by 2019



OER & OEPL Asset Overview



Asset	W.I.	Operator
OML 60	20%	AGIP
OML 61	20%	AGIP
OML 62	20%	AGIP
OML 63	20%	AGIP
OML 125	15%	ENI
OML 56	42.75%	Energia
OML 13*	40%	Network E&P

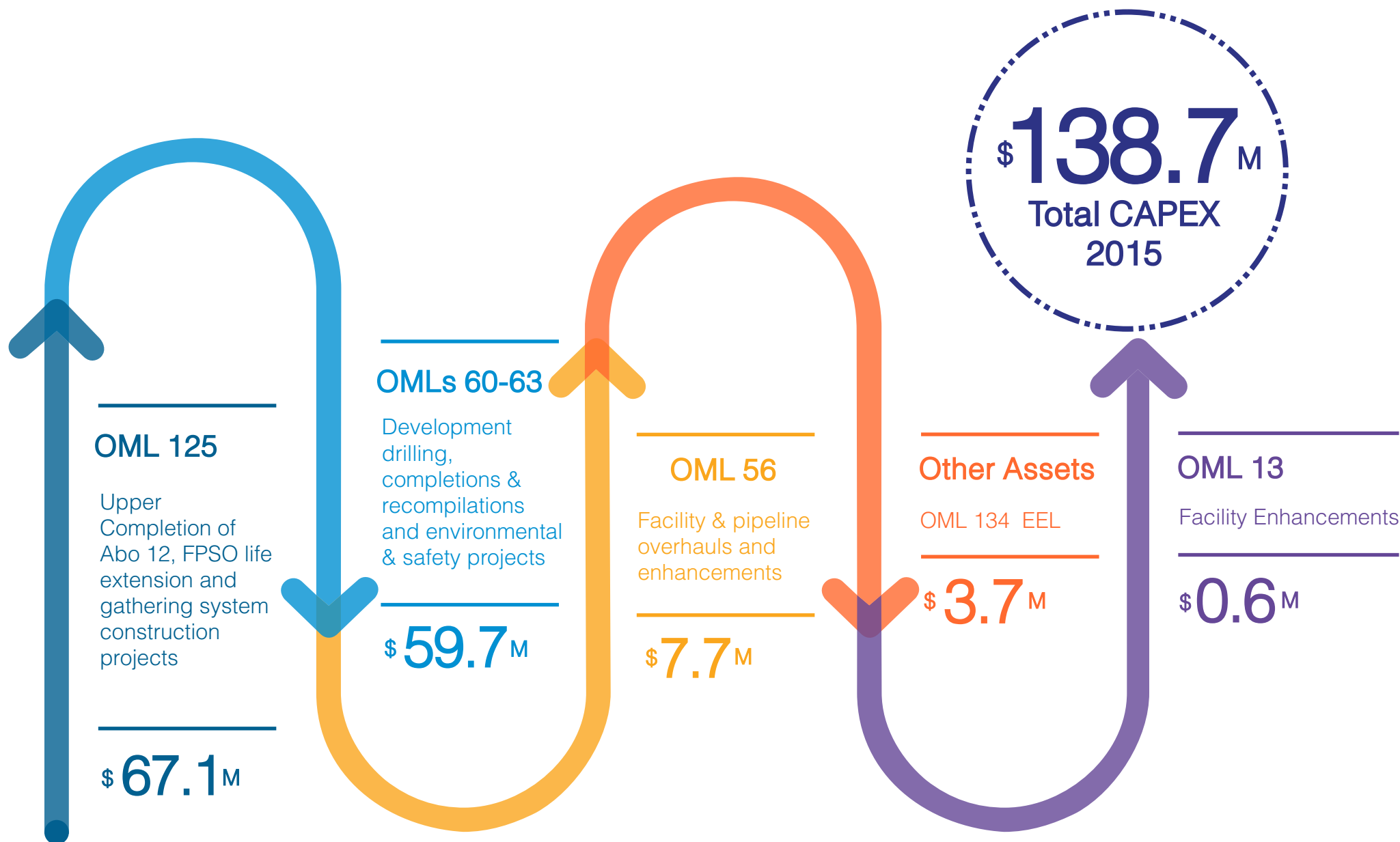
Asset	W.I.	Operator
OML 134	15%	ENI
OML 90*	40%	Sogenal
OML 131	100%	OER
OML 122*	5% Oil, 12% Gas	Peak
OML 145	20%	ExxonMobil

Asset	W.I.	Operator
EEZ 5	100%	OER
EEZ 12	N/A	TBD
OPL 321& 323	30%	KNOC
OPL 236	95.0%	OEPL
OPL 278	60%	OEPL
OPL 282	4%	Alliance Oil

*OER is Technical Partner

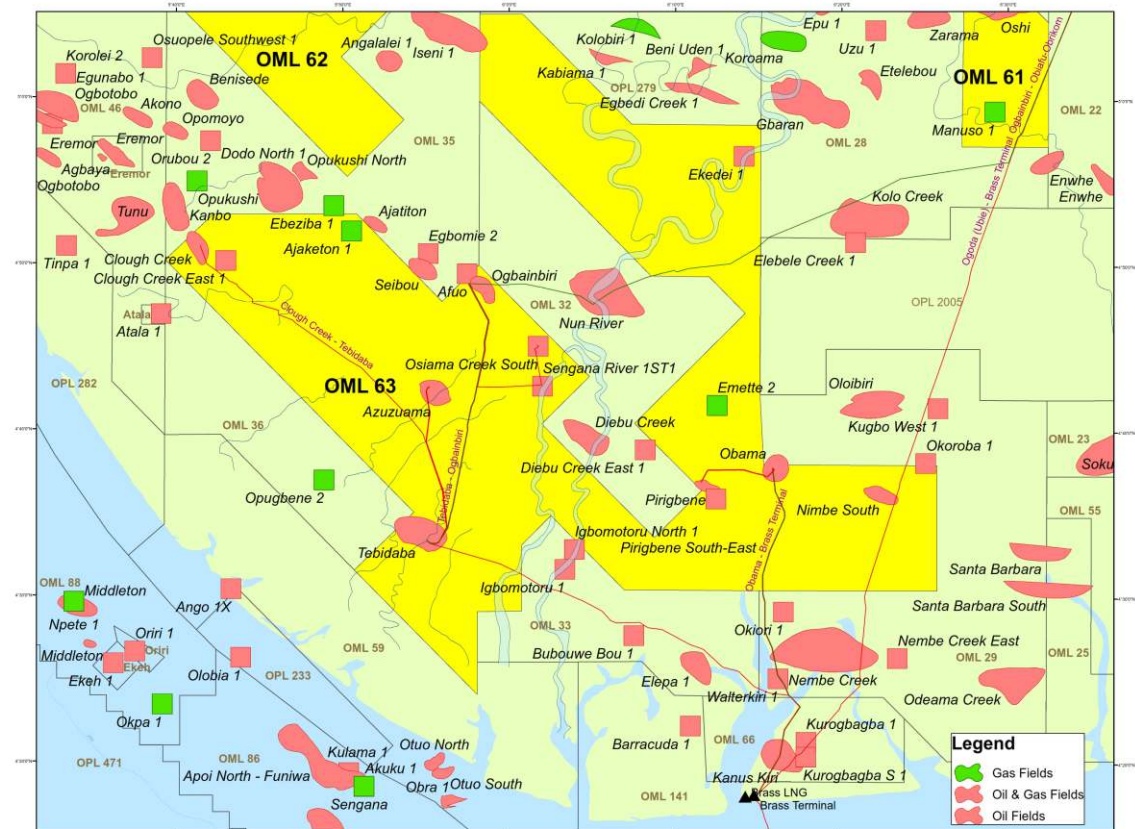


2015 Capex Plan



Acquired	2014
Working Interest	20%
Net 2P Reserves	401.2 MMboe
Net 2C Resources	38.9MMboe
Producing Wells	170
Operator	NAOC

	Oil	Gas
Type of Contract	Joint Venture	Joint Venture
Royalty	20%	7%
Annual Capital Allowance	Years 1-4; 20% Years 5+; 19%	Capital Expenditures may be deducted against PPT
PPT/CITA	85% PPT	30% CITA (Pioneer Status)
VAT	5%	5%
NDDC Levy	3%	3%
Education Tax	2%	2%



Legend:

- Oil & Gas Field (Green oval)
- Oil & Gas Field (Light grey oval)
- Lead (Dark grey oval)
- Single Well Discovery (Black oval)
- Oil & NGL Terminal (Icon of a storage tank with a flare)
- Power Plant (Icon of a cooling tower with a plume)
- Shallow Offshore Platform (Pink square)
- Flowstation (Blue square)
- Oil Pipeline (Green line)
- Gas Pipeline (Red line)



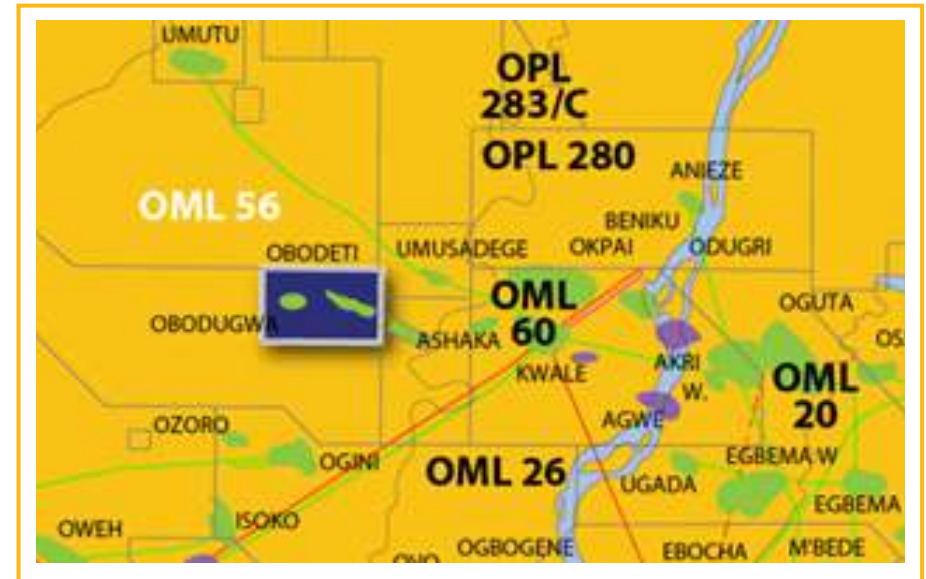
Producing Assets: Ebendo Field (OML 56)

Overview

Acquired	2006
Working Interest	45%
Net 2P Reserves	7.9 MMboe
Producing Wells	5 (4 Producing & 1 Shut in)
Operator	Energia

Fiscal System

Type of Contract	Marginal Field
Royalty	2.5%-18.5% based on production
Overriding Royal	2.5%-7.5% based on production
Cost Oil Allocation Ceiling	NA
Tax Oil	55%
Profit Oil/Cash Flow Allocation	Varies from 80%-40% based on cumulative



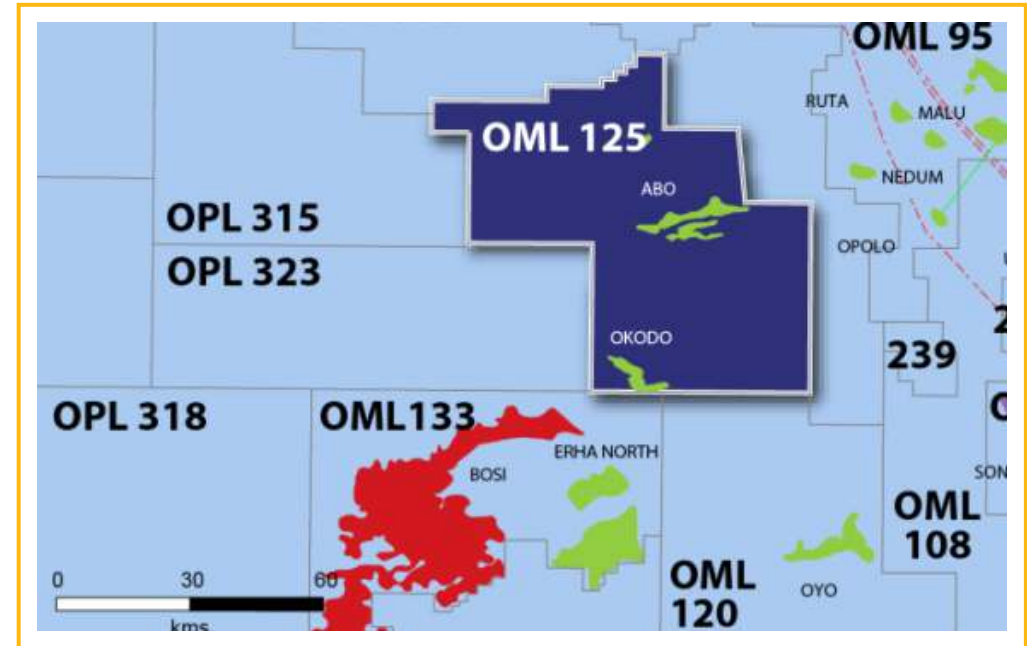
Producing Assets: OML 125 (Abo Field)

Overview

Acquired	2008
Working Interest	15%
Net 2P Reserves	7.6 MMboe
Producing Wells	7 (5 Producing & 2 Shut in)
Operator	NAE (Agip)
Fiscal System	1993 PSC

Fiscal System

Type of Contract	PSC
Royalty	8%
Cost Oil Allocation Ceiling	NA
Petroleum Tax	50%
Profit Oil/Cash Flow Allocation	Varies from 80%-40% based on cumulative



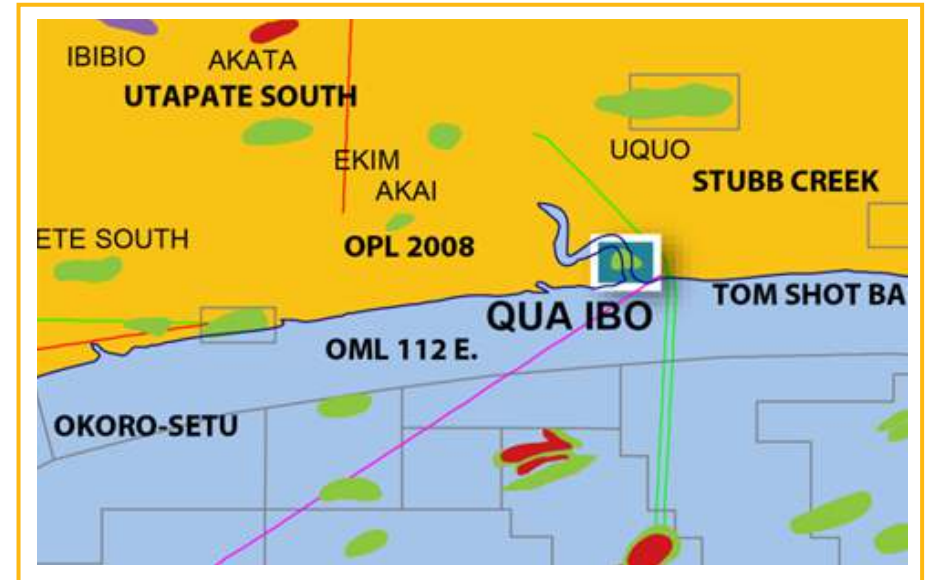
Producing Assets: Qua Ibo Field (OML 13)

Overview

Acquired	2012
Working Interest	40%
Net 2P Reserves	3.5 MMboe
Producing Wells	2
Technical Services Agreement	OER/ORPSL

Fiscal System

Type of Contract	Marginal Field
Royalty	2.5%-18.5% based on production
Overriding Royal	2.5%-7.5% based on production
Tax Oil	55% (Pioneer Status)
Profit Oil/Cash Flow Allocation	100%



OER Portfolio - Assets Under Development



OML 131 - Overview

Acquired	2014
Working Interest	100%
Operator	Oando

Fiscal System

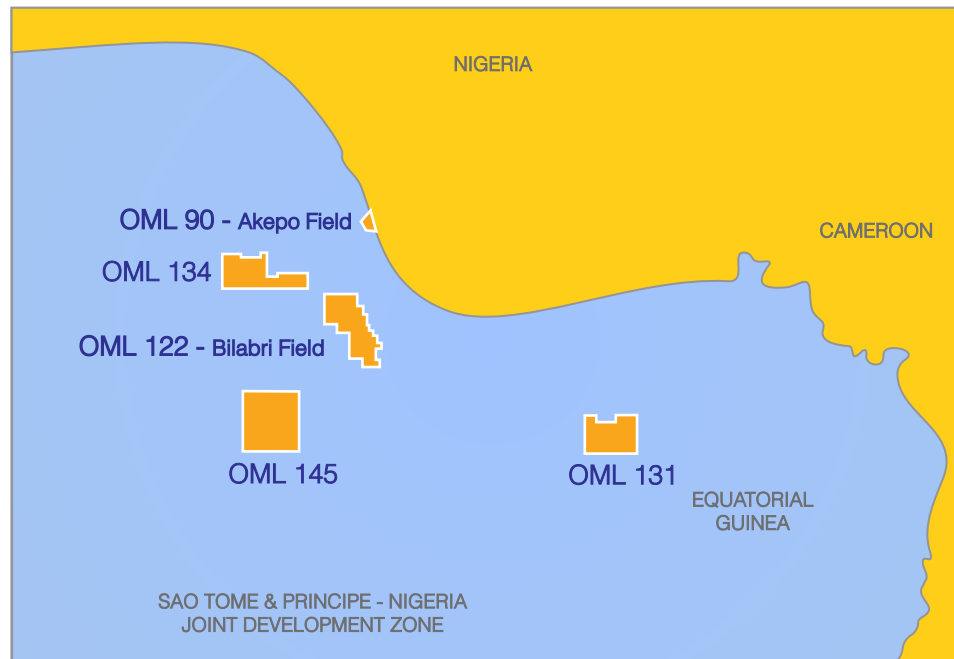
Type of Contract	PSC
Royalty Oil	8%
Tax Oil	50%
Profit Oil/Cash Flow Allocation	Varies from 40%-80% based on a formula set out in the PSC

OML 134 - Overview

Acquired	2008
Working Interest	15%
Operator	NAE (Agip)

Fiscal System

Type of Contract	PSC
Royalty Oil	8%
Tax Oil	50%
Profit Oil/Cash Flow Allocation	Varies from 40%-80% based on cumulative production



OML 90 (Akepo) - Overview

Acquired	2009
Working Interest	40%
Operator	Sogenal
Technical Service Agreement	OER

Fiscal System

Type of Contract	Marginal Field
Royalty Oil	2.5% -18.5% based on production
Overriding Royalty	2.5%-7.5% based on production
Tax Oil	55%
Profit Oil/Cash Flow Allocation	Varies from 80%-40% based on cumulative

OML 122 (Bilabiri/Owanare) - Overview

Acquired	2009
Working Interest	Oil 5%, Gas 12%
Operator	Peak

Fiscal System

Type of Contract	Tax Royalty/CITA
Royalty Oil	10%
Tax Oil	60%
Profit Oil/Cash Flow Allocation	100%

OML 145 - Overview

Acquired	2009
Working Interest	20%
Operator	Exxon Mobil

Fiscal System

Type of Contract	PSC
Royalty Oil	8%
Tax Oil	50%
Profit Oil/Cash Flow Allocation	Varies from 35%-70% based on cumulative production



OER Portfolio - Exploration Assets*



OML 321/323 - Overview	
Acquired	2009
Working Interest	30%
Operator	Knoc
Fiscal System	
Type of Contract	PSC
Royalty Oil	8%
Tax Oil	50%
Profit Oil/Cash Flow Allocation	Varies from 70%-25% based on a formula set out in the PSC

EEZ 5 - Overview	
Acquired	2009
Working Interest	100%
Operator	Equator
Fiscal System	
Type of Contract	PSC
Royalty Oil	2%
Costing Oil	80%
Allocation Ceiling	30%
Tax Oil	
Profit Oil/Cash Flow Allocation	Varies from 70%-25% based on a formula set out in the PSC

EEZ 12 - Overview	
Acquired	2009
Working Interest	PSC Negotiation (ongoing)



OPL 278 - Overview	
Acquired	2006
Working Interest	60%
Operator	OEPL
Fiscal System	
Type of Contract	PSC
Royalty Oil	20%
Tax Oil	65.7%
Profit Oil/Cash Flow Allocation	Varies from 80%-40% based on cumulative

OPL 282 - Overview	
Acquired	2006
Working Interest	4%
Operator	OEPL
Fiscal System	
Type of Contract	PSC
Royalty Oil	20%
Tax Oil	65.7%
Profit Oil/Cash Flow Allocation	Varies from 80%-40% based on cumulative

OML 236 - Overview	
Acquired	2007
Working Interest	95%
Operator	OEPL
Fiscal System	
Type of Contract	PSC
Royalty Oil	20%
Tax Oil	65.75%
Profit Oil/Cash Flow Allocation	Varies from 80%-40% based on cumulative



TO BE THE LEADING INDIGENOUS E&P PLAYER ON THE AFRICAN CONTINENT

500 / 100
mmboe / kboepd

MIDCAP COMPANY: MARKET CAPITALISATION > \$2BN



2015	2017	2019
Current	Mid-Term	Long-Term
• Production of ~55 kboepd (9M Sept 2015 Average) • 2P Reserves of 420mmboe • Maintain production on OMLs 60 - 63 (Production optimisation) • Maintain production levels on Abo field (OML 125) through drilling and completion as well as FPSO life extension • Maintain production levels from Ebendo (OML 56) through facility & pipeline enhancements • Complete facility enhancements to maintain production on Qua Iboe (OML13)	• Production Target: > 80kboepd • Reserves Replacement Ratio Target of 1:1 • Organic Growth: Accelerated development on OMLs 60 - 63 • Inorganic Growth: Take advantage of indigenous status by participating in FGN bid rounds and IOC divestment programmes	• Production Target: >100kboepd • 2P Reserves Target: >500mmboe

Energy Services



Energy Services - Overview

\$Million	9M SEPT 2015	2014	2013	2012
Revenue	29	93	140	132
Revenue Growth	(67%)	(33%)	6%	43%
EBITDA	(35)	(28)	59	28
EBITDA Margin	(123%)	(31%)	42%	21%
Net Income	(26)	(298)	(7)	1
Net Income Margin	(218%)	(320%)	(5%)	1%



OES Teamwork



OES Integrity



Rig Workers

Largest Swamp
Drilling Fleet in
West Africa



4

Swamp Rigs

Market Share



> 40 %

Contract to IOCs



2

SPDC
&
CHEVRON

Maximum
Water Depth



30^{FT}

Maximum
Drilling Depth



30,000^{FT}

	Teamwork	Respect	Integrity	Passion
Rig Type	Swamp / Barge	Swamp / Barge	Swamp / Barge	Swamp / Barge
Date of Purchase	2007	2007	2007	2009
Application	Normal Drilling	Normal Drilling	High Pressure, High Temperature Wells	Cantilever Rig - Normal Drilling
Operating Pressure Rating	10,000 psi	10,000 psi	15,000 psi	10,000 psi
Horse Power	3,000	3,000	3,000	3,000
Drilling Depth	25,000 ft	25,000 ft	30,000 ft	25,000 ft
Status	Available for immediate contracting	Under contract with Chevron	Available for immediate contracting	Under contract with SPDC
Day Rate	Similar rates expected	Low \$80,000s	Similar rates expected	Low \$90,000s
Expected Timing	2016	Contracted	2016	Contracted

Summary of Rig Contracts

	Passion	Respect
Operating Rate with Drill Pipe (US\$)	Low \$90,000s for extension period	Low \$80,000s for initial term
Term of Contract	• 2 years with optional 1 year extension • Shell Petroleum Development Company (SPDC) suspended the contract after the initial 2 year term. The contract was re-activated in June 2015 for an additional six month term which ends in December 2015. There is a possibility of SPDC extending for an additional 6 months.	• 2 years with optional 1 year extension • Chevron Nigeria Limited (CNL) contracted the rig in October 2015 for its swamp drilling campaign. The CNL contract is for 2 firm years with a possibility of extending for an additional year.
Early Termination Provision (US\$)	• Not applicable during the extension period	• Not applicable



Drilling Fluids

- > Mud Engineering and Production Chemicals for major IOCs
- > Alliance with Baker Hughes
- > 9% market share in a \$280M per annum market
- > Leased mud plant, expected to come online in 2015



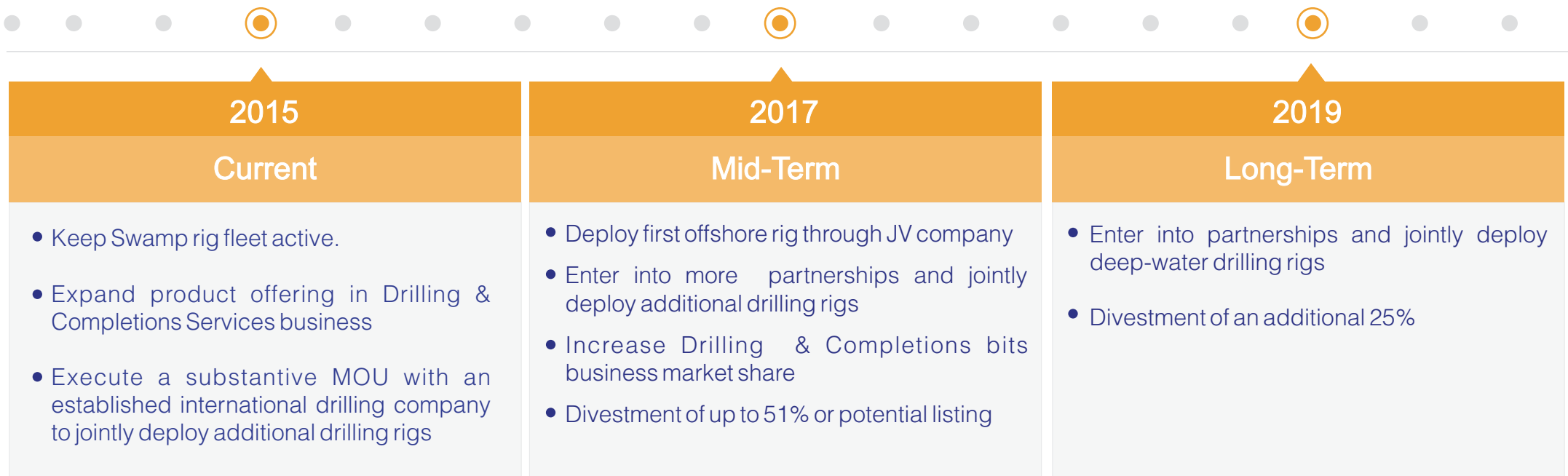
Drilling Bits

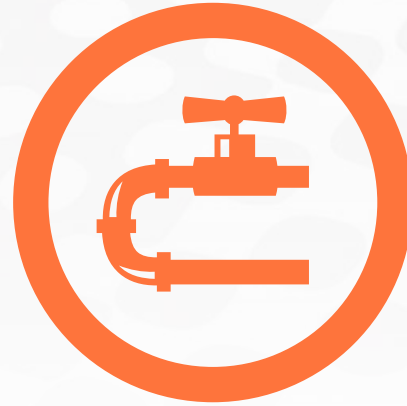
- > Specialises in providing customised drill bit solutions to upstream IOCs, operating in Nigeria
- > Alliance with Halliburton Drill Bits
- > 27% market share in a \$15M per annum market
- > Next phase, Drilling and Completion Systems



Strategic Rig Fleet

Drilling rig fleet to support land and swamp production ramp up





Midstream Operations



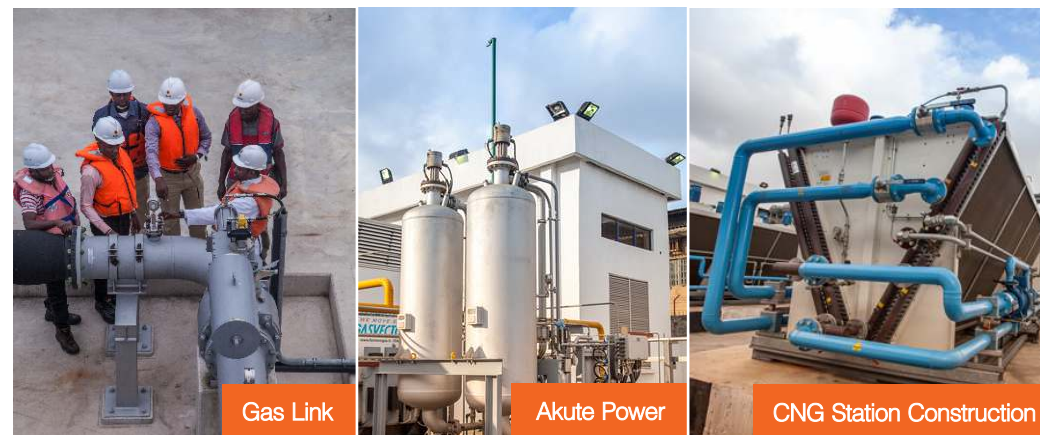
Oando
..the energy to inspire

Gas & Power

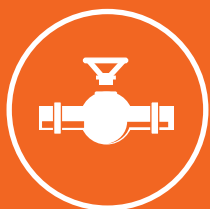


Gas & Power Overview

\$Million	9M SEPT 2015	2014	2013	2012
Revenue	127 ¹	180	160	343
Revenue Growth	(7%)	13%	(53%)	191%
EBITDA	27	29	60	97
EBITDA Margin	21%	16%	37%	28%
Net Income	19	22	11	76
Net Income Margin	15%	12%	7%	22%



Networks in Lagos
& South East



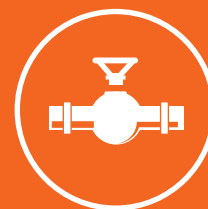
125 km
Pipeline Network

Independent Power
Plants (IPP)



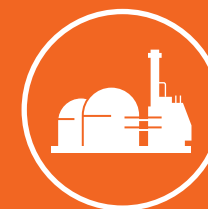
2 IPPs
(22.55MW of capacity)

CNG
(Compressed Natural Gas)



5 mmscf/d

Awarded contract to build
Central Processing Facility



150,000
scm capacity

¹ Actual positive naira revenue growth, negated by the devaluation of the currency



Alausa Power
Limited



	Gaslink Nigeria Ltd	Akute Power Plant	Alausa Power Plant	Central Horion Gas Company	Gas Network Services
Location	Lagos State	Lagos State	Lagos State	Port Harcourt, Rivers State	Lagos State
Pipeline / Plant	120 Km	12.15 MW	10.4 MW	5 Km (additional 8.5 Km currently being developed)	7500 scm/hr plant
Client	>140 industrial customers	Lagos Water Corporation	Lagos State Government Secretariat & Adjoining Facilities	Over 10 industrial customers	Industrial customers outside of the gas pipeline grid
Operations	2000	2010	2013	2011	2011
Contract Structure	Exclusive franchise for gas distribution in greater Lagos	10-year PPA, with successive renewal option	10-year PPA	30-year exclusive franchise	Retail & B2B
Contract Economics	End User Gas price currently at \$7.34/mscf, with annual inflation indexation. Gaslink earns Operations & Maintenance tariff and Capital Recovery tariff Customers subject to 90% take or pay gas offtake	Capacity charge is based on 17% ROA in US \$ Pass-through of fuel and Operations & Maintenance cost	Capacity charge is based on 22% ROA Pass-through of fuel and Operations & Maintenance cost	End User Gas price currently at \$7.34/mscf, with annual inflation indexation 35% Operations & Maintenance earnings Shell takes 65% for gas supply and existing infrastructure development	End User Compressed Natural Gas Price comprises of: - Input Gas Price - Compression Charge - Transportation Charge - Storage Charge
Capital Expenditure Incurred	\$150 MM	\$26 MM	\$22 MM	\$10 MM	\$15 MM

600^{km} + Pipeline Network

Infrastructure to support growing gas requirements
(Commercial, Industrial and Domestic)

2015

Current

- Achieve mandates for the development of embedded power generation for Distribution companies
- Complete construction of Greater Lagos Pipeline (GL4) and Port Harcourt Pipeline Expansion projects
- Grow aggregate gas pipeline utilization to average 75mmscf/d
- Finalize feasibility for the ELPS-Ibadan-Ilorin-Jebba (EIJJ) gas transmission pipeline
- Invest in acquisition of NIPP/Grid connected power utilities

2017

Mid-Term

- Complete development and commence operation of 150MW embedded/grid power generation.
- Complete development and commence operation of at least 20mmscfd Mini LNG business.
- Grow aggregate gas pipeline utilization portfolio to average 100mmscf/day.
- Commence phased development of EIJJ gas transmission pipeline
- Commence execution of at least 300mmscfd Gas Processing Facility

2019

Long-Term

- Complete development and commence operation of 80MW embedded/grid power generation.
- Grow aggregate gas pipeline utilization/contracts to average 200mmscf/day
- Commence phased development of gas distribution system in Tema industrial area (Ghana).



Downstream Operations



Oando
..the energy to inspire

Terminals



45,000 MT Midstream Jetty

Berthing of larger import volumes & improved efficiency

Project	Description	Rationale
	New marina jetty and 1-Km subsea pipeline / at the Lagos Apapa port (Phase II: SPM system & 15km subsea pipeline from Atlantic)	• Savings on shipping costs and demurrage: • Being able to berth larger vessels (30-45,000 tonne cargo capacity) • Avoiding constant delays caused by infrastructure constraints in the Lagos area • Increase utilisation of existing storage



2015	2017	2019
Current	Mid-Term	Long-Term
• Complete ASPM Onshore & Offshore pipelines • Commence tie ins with major marketers • Effect necessary repairs on LOJ • Secure outstanding approvals • Commence operations	• Secure contract with more marketers and increase profitability • Complete tie-ins with major marketers	• Complete Phase II:SPM and 15km subsea pipeline from Atlantic ocean.

68,000^{MT}

Terminal facility upgrade

Project	Description	Rationale
	Upgrade in facilities to optimize storage capacity within the bounds of available space in the Terminal but in-line with International best practices and design requirement	• Maximization of vessel receipts for marketers via the ASPM • Increase in Terminal storage capacity by 230% from 29 million litres to 98million litres • Cost Savings of current 3rd party fees being spent on product storage due to lack of own capacity. Terminate lease agreement with 3rd Parties as all volumes will be received into Apapa Terminal via the SPM facility



2015	2017	2019
Current	Mid-Term	Long-Term
• Complete tank 4 construction Commence Reconstruction of Tank 2 • Issue PO for Terminal phase 1 upgrade works • Commence Phase I execution works	• Complete Reconstruction of tank 2 • Complete execution of phase I upgrade works. • Issue PO for phase II execution works	• Complete phase III execution works • Commence phase IV execution works

210,000 MT Terminal Facility

Larger import volumes & efficient and reduced handling charges

Project	Description	Rationale
	Development of a new Petroleum product storage terminal of 210,000 MT storage capacity	• Address infrastructure/congestion challenge in Apapa axis • Natural deep-water draft for berthing larger cargo at reduced cost • Superior hinterland connectivity for ease of product distribution • Construct a state of the art facility that would change Terminating business in Nigeria



Supply & Trading



Supply & Trading - Overview

\$Million	9M SEPT 2015	2014	2013	2012
Revenue	615	1,614	1,079	3,801
Revenue Growth	(51%)	50%	(72%)	(4%)
EBITDA	19	26.9	28	13
EBITDA Margin	3%	2%	3%	0.3%
Net Income	14	25	23	4
Net Income Margin	2%	2%	2%	0.1%



Vessels with Refined Products

2014 Revenues



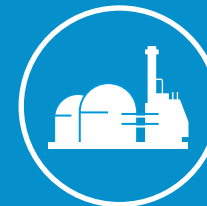
~ \$ **2**^{BN}

Nigeria's fuel requirement
supplied



c **15** %

Refined products imported
from 2008 to 2014



> **4.2** BN Litres

Access to physical storage
in major markets

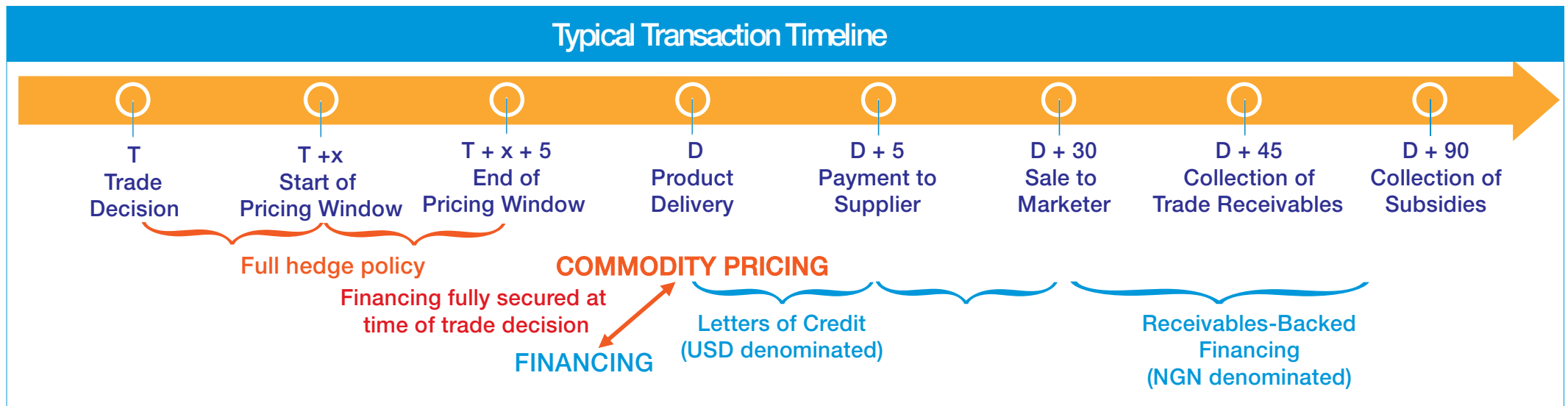


160 Million Litres

Oando Supply & Trading at a Glance



- Oando Supply & Trading is the largest indigenous importer of petroleum products in the Sub-Saharan region, supplying and trading crude oil and refined petroleum products
- Trading of regulated products (PMS) under the Petroleum Subsidy Fund (PSF) regime in Nigeria
- Deregulated products under supply contracts (especially AGO) and on a spot basis
- Division consists of Oando Supply & Trading and Oando Trading Limited, with international trading desks
- Supplies petroleum products into Ports in Nigeria and WAF



Competitor Trends & Strategies

- Oando has entered into strategic partnership with Vitol which will increase and accelerate Oando's investment in the industry as well as provide economies of scale.
- Global Trading Firms have taken to structuring term supply deals with independent indigenous and Domestic Majors to optimize their sourcing models.
- The larger firms tend to leverage on their local partner's infrastructure and logistics while utilizing their sizable balance sheet to obtain cheaper financing for these deals.
- Our closest competitors are Forte Oil and Sahara:
 - Forte has supply agreements with Mercuria to meet some of their total white products (TWP) demand. They have also revamped their downstream assets.
 - Sahara manages its product sourcing in-house from its trading entity in Geneva.
 - One of the key challenges to Global Trading Firms is local currency risk and the risk of late payment on subsidies.

Strategic Partner



Trading Competition



Indigenous & Domestic Competition



c **20% + Market Share**

Leader in product export and import

2015

Current

- Focus on increasing market share in existing markets and achieving economies of scale

2017

Mid-Term

- Diversify Markets, increasing West African presence

2019

Long-Term

- Expansion into other African markets

Marketing



\$Million	9M SEPT 2015	2014	2013	2012
Revenue	616	1,270	1,388	1,581
Revenue Growth	(39%)	(8%)	(12.2%)	24%
EBITDA	(5)	(8.36)	43	64
EBITDA Margin	(1%)	(1%)	3%	4%
Net Income	15	(12)	23	35
Net Income Margin	(2%)	(1%)	2%	2%



Retail Outlets



> **400**

Market Share in Nigeria (Majors)



25 %

Terminals



7
110ML Storage Capacity

Aviation Fuel Depots



3

Lube Blending Plants



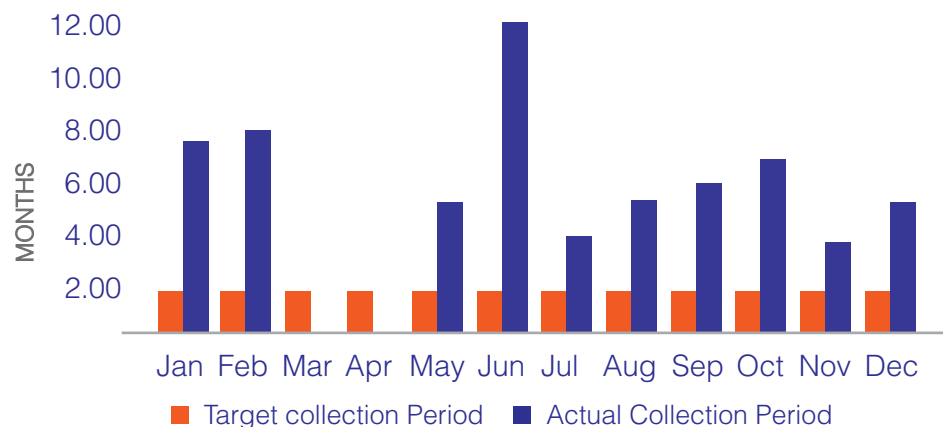
3
130m litres/ annum capacity

LPG Filling Plants



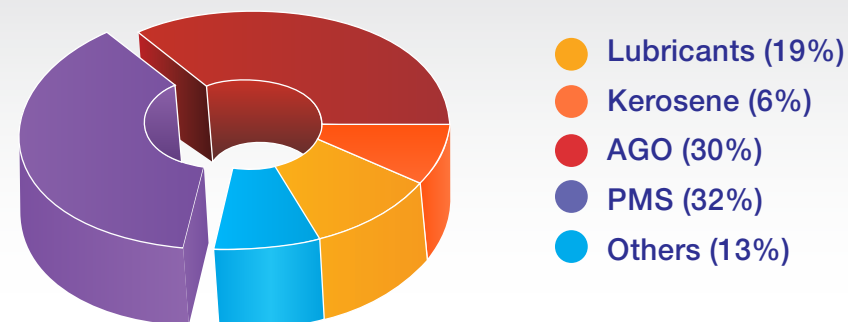
10

2014 PSF Payment Trend

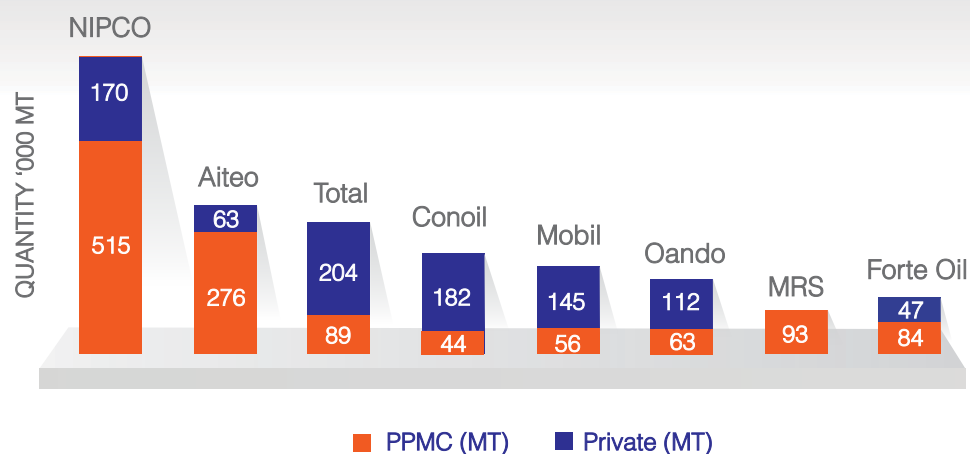


Target days for SDN collection is 45 days after submission of subsidy claims to PPPRA.
 Cargoes whose claims were submitted in January were paid for roughly 8 months after the due date.
 Collection period reflects an average number of days it took to receive payment for cargoes

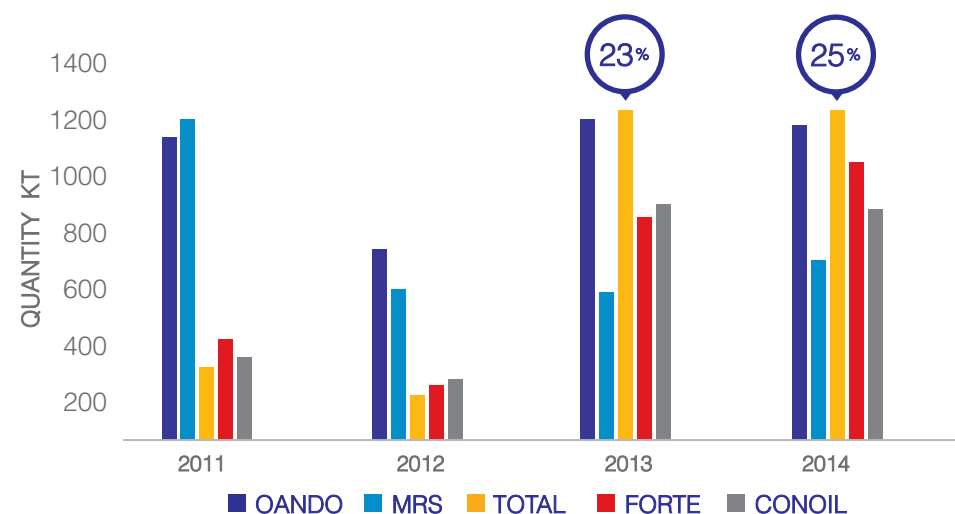
Gross Margin Contribution*



2014 PPMC & Private Receipts



MOMAN Utilized PPPRA PMS Allocations



c30 % LPG Market Share (Majors)

Operations in Nigeria, Ghana, Benin, Togo and Liberia

2015

Current

- Conclude on process of Group's partial divestment from Downstream
- Maintain at a minimum (25%) current white products market share of MOMAN
- Position for a partial/fully deregulated gasoline market
- Maintain LPG leadership strategy amongst MOMAN whilst growing national share from 17% to 20%

2017

Mid-Term

- Business expansion and increased efficiencies
- Expand white market share of the Majors to 30%
- Grow non-fuel revenue

2019

Long-Term

- Explore further divestment (Group)



Corporate Social Responsibility



Oando
..the energy to inspire

Background

- As an integral part of Oando Plc's responsible business culture, corporate social responsibility has been enshrined as one of our key focus areas.
- Oando Plc. has continually supported the implementation of projects most relevant to our stakeholders and communities in the areas of operation of our businesses.
- The long term thrust of Oando's CSR is sustainable development.
- In 2012, Oando Foundation was born to achieve access to universal basic education, capacity building and economic empowerment.
- Develop strategic partnerships with relevant government ministries, departments, agencies and other corporations.





Goals & Objectives

- Implement sustainable programmes aimed at increasing access and quality of education in Nigeria.
- Establish partnerships for collaboration between International & Governmental institutions
- Strengthen the effectiveness of key partners vested with the mandate of school development
- Provide Support within and outside the education sphere

Focus

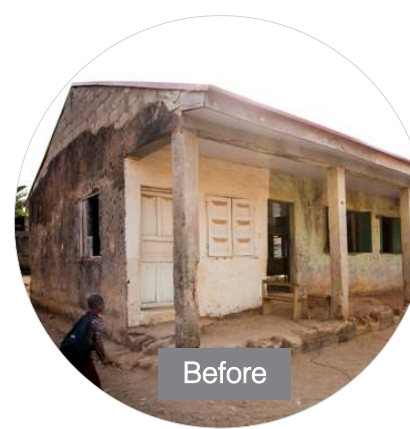
- School Infrastructural development
- Teacher development and training
- Establishment of ICT/Creative Centers
- Implementing Early Child Care Development Centers
- Building capacity of School Based Management Committees for school governance
- Award of Scholarships to deserving pupils

Current Initiatives

- Forty Seven (47) schools adopted in Lagos, Cross River, Akwa Ibom, Bauchi, Katsina, Ogun, Sokoto, Taraba, Adamawa, Kaduna, Plateau, Niger, FCT, Enugu, Ebonyi, Edo, Ondo, Bayelsa.
- 19 schools renovated, with some benefitting from the construction of sanitation and water facilities and fences

Projects

Archbishop Taylor Memorial School, Lagos.



St. Patrick's Primary School, Udukpani Cross River



- 1** Oando Foundation works to invest in young children and create a strong foundation for their lifelong health, education, and productivity. In 2013, the Foundation completed 2 pilot ECCD centres in Archbishop Taylor Primary School, Lagos and St. Patrick's Primary School, Odukpani Cross River.
- 2** The Foundation is contributing towards ensuring the full implementation of ICT Curricula in its adopted schools, through the establishment of ICT/Creative Centers. A pilot solar powered ICT Center has been completed in Archbishop Taylor Memorial School, Lagos with state of arts ICT equipment.
- 3** Since inception, the Foundation has awarded scholarships to the 529 best performing Primary six pupils from our adopted primary schools and plans to award 1,209 scholarships by 2015. The scholarship supports their transition to secondary schools.
- 4** The foundation has completed the first phase of training for SBMCs in 17 adopted schools across Lagos, Enugu, Kwara, Kaduna, Akwa-Ibom, Edo, FCT, Enugu, Ebonyi, Ondo and Ogun States. The next phase of training is ongoing.





Goals & Objectives

- Promote sustainable economic empowerment and poverty alleviation with empowerment programmes such as scholarship to indigent children
- Supporting charitable and laudable causes Adhoc proposals such as disaster relief

Current Initiatives

- 128 Scholarships are disbursed annually:
 - Gaslink Back-to-School Scholarships
 - Xplicit Dance Group
- Several donations are to laudable causes and charitable concerns:
 - Sponsorship of orphans & the under privileged through school.



School Initiative



Gaslink Scholarships



Sponsorships of Orphans



Appendix I:

Midstream Data



Oando
..the energy to inspire

OGP is participating in the development of strategic CPF and pipeline systems



Government Planned Infrastructure in the Gas Master Plan

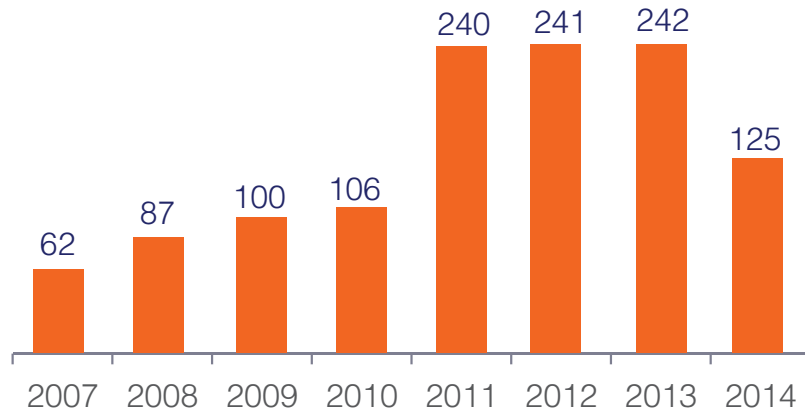
- Gas Processing Facilities (Western, Eastern & Central Clusters)
- Gas transmission pipeline systems (OB3, CAP & AKK)
- Export terminals / facilities
- Independent gas gathering / distribution pipeline networks

Oando's Participation

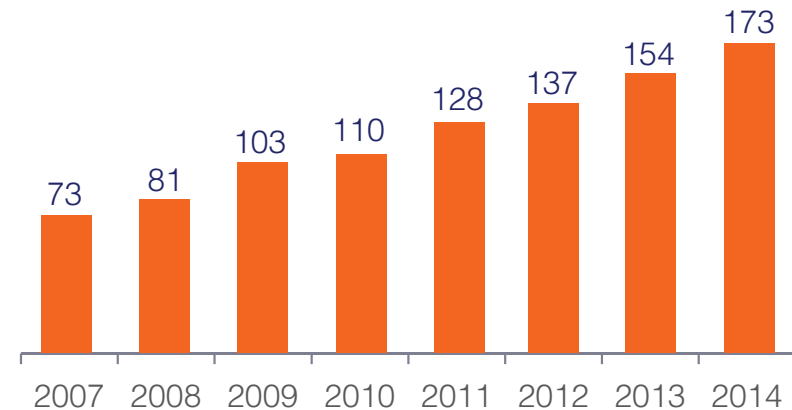
- Central Cluster CPF – Oando/NAOC/NNPC consortium awarded project
- ELPS-Ibadan-Ilorin-Jebba (EIJJ) gas pipeline network

Value proposition of gas is clear and OGP has progressively recruited quality clients to take the gas advantage

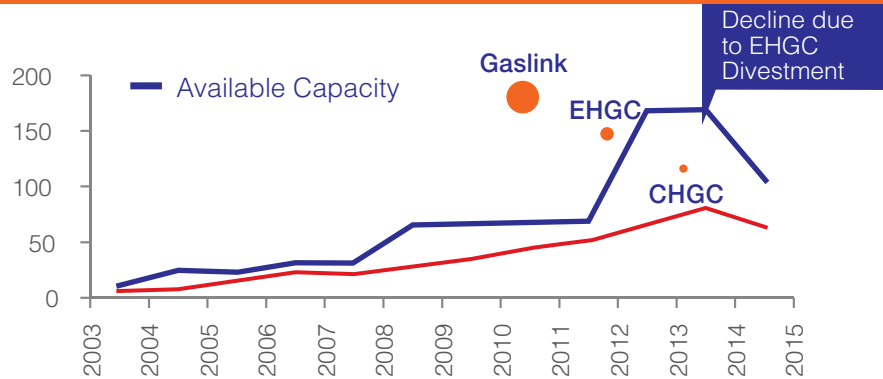
Gas Transmission Lines / Distribution Network (Km)



Number of Customers



Gas Capacity Sales Volumes/Capacity Utilization



Cunter-Party Quality



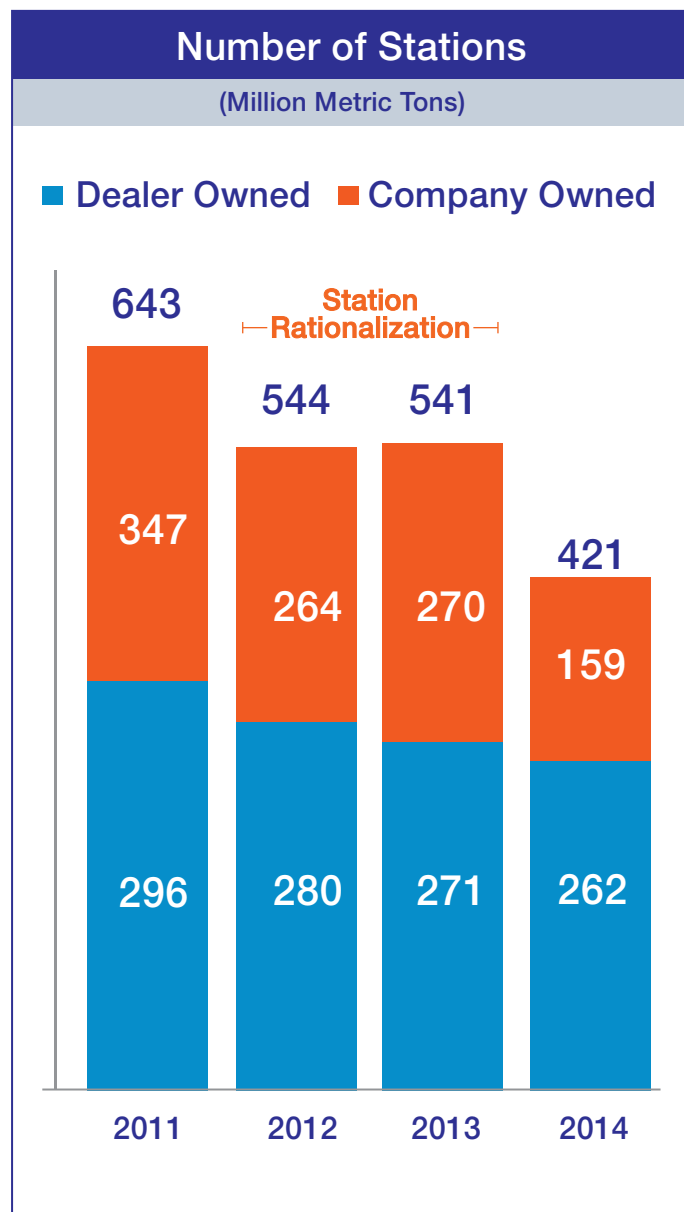


Appendix II: Downstream Data



Oando
..the energy to inspire

Summary Operating Data - Scale and Volumes



Volume Summary				
('000 litres, except otherwise indicated)	2014	2013	2012	2011
Nigerian Retail				
PMS	969,513	1,251,908	1,579,886	1,468,586
AGO	54,935	118,880	101,510	79,709
HHK	6,168	85,218	58,968	53,075
Lubricants	6,998	10,446	9,990	12,332
LPG (MT)	3,114	11,814	9,395	2,704
Nigerian Wholesale				
PMS	241,157	51,848	67,056	63,546
AGO	241,182	183,556	186,698	207,956
HHK	105,091	37,116	6,239	5,502
ATK	145,939	124,370	95,776	88,032
LPFO	801	14,004	34,488	16,945
Lubricants	8,536	6,020	7,152	8,382
Bitumen (MT)	1,224	8,759	18,047	19,436
LPG (MT)	35,326	9,53	4,106	1,734
Other West African Markets				
PMS	10,516	4,975	30,743	15,180
AGO	9,439	7,841	46,354	25,626
HHK	16	216	8,475	9,157
Lubricants	52	295	755	461
LPFO	-	-	737	149
LPG (MT)	-	-	2,402	1,510



Industry Overview: Regulatory Landscape How the Subsidy Works

1. Product Cost	NWE monthly moving average as quoted on Platts Oil gram
2. Freight	Average clean tanker freight rate (World Scale 100) as quoted on Platts (from NWE to West Africa), plus trader's margin of \$10/MT
3. Lightering Expenses	Cost incurred on the transshipment of imported petroleum products from the mother vessel into daughter vessel and to allow for the onward movement of the vessel into the jetty. Includes: • Receipt losses of 0.3% • Mother vessels expenses (10 days demurrage at \$28,000/day) • Shuttle vessel's chartering to Lagos (N2.00/litre) and Port Hartcourt (N2.50/litre)
4. Nigeria Port Authority Charge	Harbour handling charge charged by the NPA for use of port facilities (currently at \$5.25/MT)
5. Financing	Stock finance (cost of funds) for the imported product (30 days at LIBOR + 5%) Interest charge on the subsidy receivables (60 days at 22% NIBOR rate)
6. Jetty Depot through-put	Tariff paid for use of facilities at the jetty by the marketers to move products to the storage depots (currently N0.80/litre)
7. Storage Charge	Storage Margin is for depot operations covering storage charges and other services rendered by the depot owners. The charge is currently N3.00/litre.
8. Landing Cost	Cost of imported products delivered into the jetty depots (1+2+3+4+5+6+7)
9. Distribution Margins	N15.49 per liter, including: • Retailers' margin (N4.60 per litre) • Transporters' margins (N2.99 per litre) • Dealers' margin (N1.75 per litre) • Bridging Fund (plus Marine Transport Average) (N6.00 per litre) • Administrative charge (N0.15 per litre)
10. Taxes	These include highway maintenance, government, import and fuel taxes (currently 0)
11. Retail Prices	Expected pump price of petroleum product at retail outlet (8+9+10)

Component	PMS	HHK
C + F	0.75	0.53
	+	+
NGN PORT	110.17	103.94
	+	+
Other Charges (N)	12.09	9.48
	+	+
Landing Costs (N)	122.27	113.42
	+	+
Margins (N)	15.49	15.49
	+	+
Expected Price (N)	137.76	128.91
	-	-
Retail Price	87.00	50.00
PPMC Ex-Depot Price	50.76	78.49



Appendix III

Corporate Governance & Management



Oando
..the energy to inspire



HRM Oba M.A Gbadebo
Chairman

Oba Gbadebo is the Alake (King) of Egba Land in Nigeria and a Non Executive Director of the Company. Prior to his coronation, He had a successful career in the Nigerian Army culminating in his appointment as the Principal Staff Officer to the Chief of Staff, Supreme Headquarters from January 1984 to September 1985. He was also awarded military honours such as the Forces Service Star and the Defence Service Medal.



Wale Tinubu
Executive Director - Group Chief Executive

Wale Tinubu has pioneered the execution of world-class initiatives in the region as an ethical business leader, entrepreneur and philanthropist. As well as being Chair and Director of Oando Energy Resources, he Co-founded Ocean & Oil Group in 1994 and has been the Group Chief Executive of Oando plc since 2001. In 2002, led the largest ever acquisition of a quoted Nigerian Company, Agip.



Omamofe Boyo
Executive Director - Deputy Group Chief Executive

Omamofe Boyo is a Director of Oando Energy Resources as well as the Deputy Group Chief Executive of Oando plc. Before taking up this position, he doubled as the Executive Director, Marketing of Oando plc and CEO of Oando Supply & Trading. Between 2004 and 2006, he transformed Oando Supply & Trading into Africa's largest private sector trading company.



Mobolaji Osunsanya
Group Executive Director

Mr. Mobolaji Olatunbosun Osunsanya has over 27 years wide range experience in the Consulting, Finance, Oil and Gas industries. He was appointed as an Executive Director of the Company on 27 June 2007 and has been the Chief Executive Officer of Oando Gas and Power Limited since January 2004.



Femi Adeyemo
Group Executive Director

Mr. Adeyemo was appointed as Group Executive Director on 30 July 2009 and as the Chief Financial Officer of the Company in October 2005. He has been a member of the Institute of Chartered Accountants of Nigeria for 13 years with over 23 years experience in banking, auditing, Strategy Consulting and now Oando.

Overview of the Oando Board



Chief Sena Anthony

Non-Executive Director

Chief Anthony was appointed as a Non-Executive Director of the Company in January 2010. Prior to her appointment, Chief Anthony worked with the Federal Ministry of Justice before joining the Nigerian National Petroleum Corporation (the "NNPC") in 1978 and joined the Board of the NNPC after working for the NNPC for 31 continuous years.



Oghogho Akpata

Non-Executive Director

Oghogho possesses 20 years of experience in the transactional and dispute resolution aspects of the Nigerian oil and gas sector and is listed among the leading energy and natural resources lawyers in Nigeria.



Engr. Yusuf K.J N'jie

Non-Executive Director

Engr. Yusuf N'jie has over 30 years experience in the oil and gas industry. He worked with Otis Engineering Corporation, SEDCO and Texaco Overseas (Nigeria) Petroleum Company Unlimited where he also served as a member of the Board of Directors and retired with over twenty-three years of service. He was also the Managing Director/Chief Executive Officer of Optimum Petroleum Development for nine years.



Ammuna Lawan Ali, OON

Non-Executive Director

Ammuna commenced her Civil Service career in 1977 as a Planning Officer in the Borno State Ministry of Lands and Survey, Maiduguri, where she rose to the position of Permanent Secretary. She served in various Ministries before retiring from service in December 2009.



Francesco Cuzzocrea

Non-Executive Director

Mr. Cuzzocrea is a Swiss National with over three decades' experience in Private & Investment Banking, Finance and Portfolio Management. As a core professional, Mr. Cuzzocrea's areas of expertise include – Private Banking, Portfolio & Asset Management and Advisory Services.



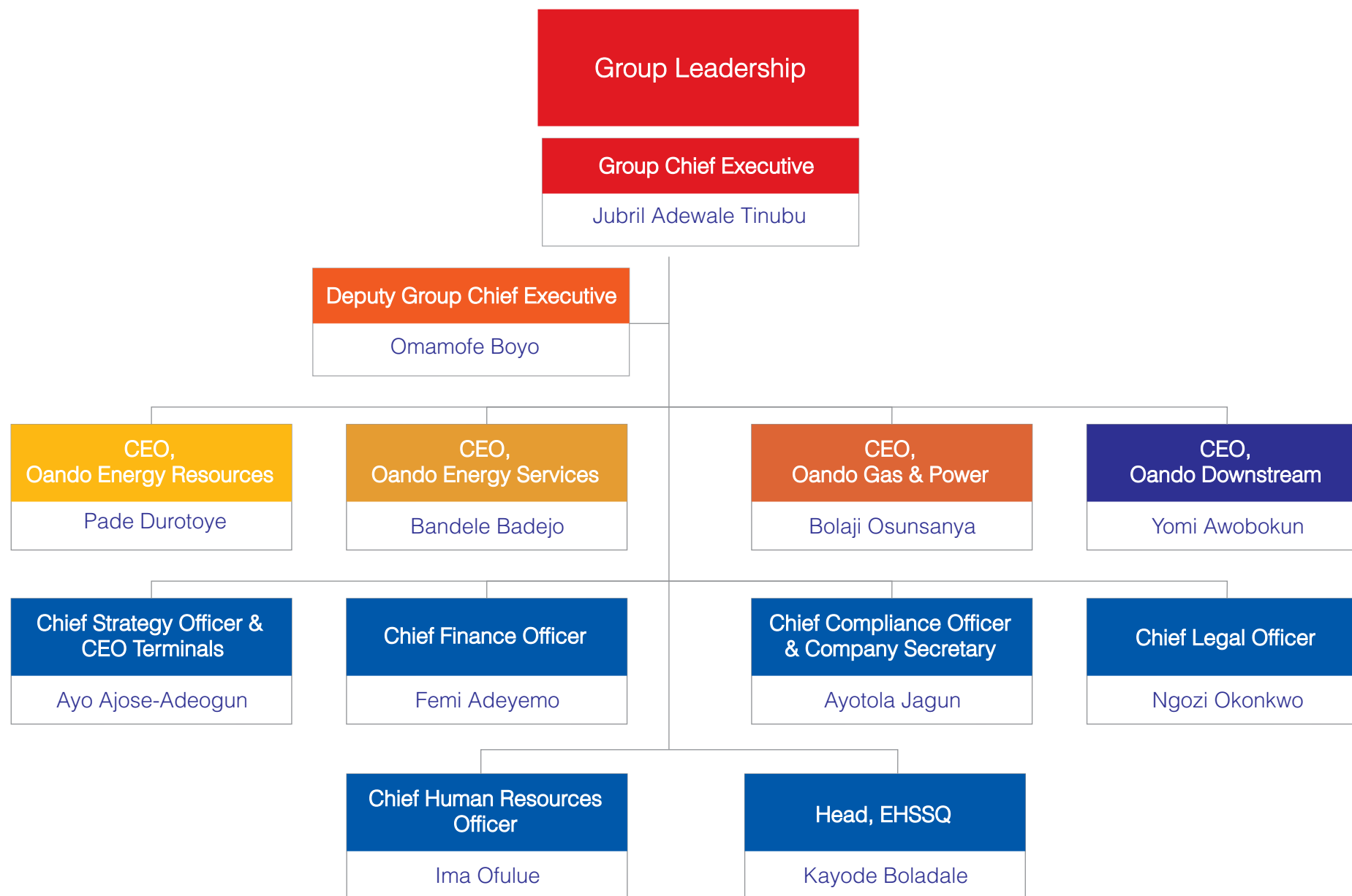
Dr. Tanimu Yakubu

Non-Executive Director

Dr. Tanimu Yakubu was appointed as a non-executive director of Oando PLC effective June 30, 2015. Prior to his appointment, he held key positions in both the private and public sectors in Nigeria, the most notable being Chief Economic Adviser to the President, during which he also served as a member of the National Economic Management team from 2007 – 2010.



Overview of Oando Senior Management



Overview of Oando Senior Management



Wale Tinubu

Group Chief Executive, Oando PLC

Wale Tinubu has pioneered the execution of world-class initiatives in the region as an ethical business leader, entrepreneur and philanthropist. As well as being Chair and Director of Oando Energy Resources, he Co-founded Ocean & Oil Group in 1994 and has been the Group Chief Executive of Oando plc since 2001. In 2002, led the largest ever acquisition of a quoted Nigerian Company, Agip.



Omamofe Boyo

Deputy GCE, Oando PLC

Omamofe Boyo is a Director of Oando Energy Resources as well as the Deputy Group Chief Executive of Oando plc. Before taking up this position, he doubled as the Executive Director, Marketing of Oando plc and CEO of Oando Supply & Trading. Between 2004 and 2006, he transformed Oando Supply & Trading into Africa's largest private sector trading company.



Pade Durotoye

CEO, Oando Energy Resources

Served as the CEO of OEPL from June 2010 until July 2012. Until 2010, Mr. Durotoye served as the Managing Director & CEO of Ocean and Oil Holdings Group. Prior to his work at Ocean and Oil, Mr. Durotoye spent more than 19 years with Schlumberger Oilfield Services where he held various management roles.



Bandele Badejo

CEO, Oando Energy Services

Bandele Badejo is a multi-skilled professional with Over 26 years of international oilfield experience acquired during his career with Schlumberger and Transocean, the leading players in their respective sectors.



Bolaji Osunsanya

CEO, Oando Gas & Power

Mobolaji Olatunbosun Osunsanya has over 27 years wide range experience in the Consulting, Finance, Oil and Gas industries. He was appointed as an Executive Director of the Company on 27 June 2007 and has been the Chief Executive Officer of Oando Gas and Power Limited since January 2004.



Yomi Awobokun

CEO, Oando Downstream

Yomi Awobokun has an M.Sc in International Business (UK). Prior experience at Halifax Bank of Scotland and as Oando's Group Project Manager, Executive Assistant to CEO, and Head of Investor Relations



Overview of Oando Senior Management



Ayo A Jose-Adeogun
Chief Strategy Officer

Over 20 years experience in engineering design and commissioning, business strategy development and IT management. He also served as a member of the Corporate Development Team at Ocean and Oil Holdings



Femi Adeyemo
Chief Financial Officer

Mr. Adeyemo was appointed as Group Executive Director on 30 July 2009 and as the Chief Financial Officer of the Company in October 2005. He has been a member of the Institute of Chartered Accountants of Nigeria for 13 years with over 23 years experience in banking, auditing, Strategy Consulting and now Oando.



Ayotola Jagun
Group Company Secretary & Chief Compliance Officer

Over 18 years experience with Rotimi Williams & Co, Akzo Nobel, Sara Lee, UK Holdings , Price Waterhouse Coopers, and Citigroup Fund Services (Bermuda) Ltd, amongst others



Ngozi Okonkwo
Chief Legal Officer

Past professional experience includes working at KPMG as Manager in the Tax, Regulatory & People Service Division and the Head of the Indirect Tax Practice.



Ima Ofulue
Chief Human Resource Officer

Over 14 years experience gained in Human Resource Management at Northwestern Mutual Financial Network, Halliburton and FMC Technologies.



Kayode Boladale
Chief EHSSQ & Operations Integrity Officer

Over 11 years experience gained skills acquired as a senior project executive, operational strategy and change programmes within the oil and gas industry across Europe and the Middle East. Currently the head of Operations & Integrity for Oando Energy Resources.



Teamwork

- All employees are required to work together as a team; assist fellow employees and stakeholders to meet their obligations

Respect

- Company and client information is used solely for the benefit of the company and its clients, and not for personal benefit. All employees are required to execute a confidentiality agreement on or before their first day of employment

Integrity

- Avoid any conflict of interest scenario
- Suppliers and vendors are selected on the basis of ability to perform and not based on political affiliations or relationship with company staff

Passion

- Zeal to meet the highest standards of service and productivity

Professionalism

- Retention of business records and book-keeping
- Professional relationship with stakeholders
- Equal employment opportunities

Leadership, Commitment and Training

- Company requires its managers and supervisors, as well as all employees, to demonstrate a commitment to the EHSQ policies of the Company
- The commitment includes ensuring new employees and contractors receive appropriate induction to the EHSQ policies

Risk Management

- Company manages risk by ensuring that all new projects or modifications to existing facilities undergo hazard and operability studies (HAZOP), hazard identification (HAZID) and risk control measures
- Also routinely assesses the risks of its activities, products and services and develops action plans to eliminate or substitute impact on personnel, the environment and facilities

Health & Safety Operations

- Works to promote injury and incident-free operation throughout the organisation
- Company conducts periodic in-house inspections and sponsors third-party environment, health, safety and quality audits to evaluate the Company's performance and compliance with applicable regulations, guidelines and best practices

Passion

- Company conducts studies to assess the impact of planned projects or activities on the environment, personnel, assets and stakeholders
- Such environmental evaluation studies are conducted periodically to evaluate the impact of the Company's activities, products and services and opportunities for improvement

Professionalism

- Plan provides framework on which a single or multiple emergency situation can be simultaneously managed, while maintaining a disciplined command and control of events
- Regular drill exercises are conducted at all locations to assess the awareness and preparedness of responders and to test the adequacy and state of readiness of emergency response equipment.

Contact Details



Oando

Tokunboh Akindele
Head, Investor Relations

takindele@oandopl.com



www.oandopl.com

