



JANUARY 2026

# MONTHLY REPORT



مجلس للخدمات الصناعية ش.م.ع.م.  
Majis Industrial Services S.A.O.C



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MajisOman Water Experts

# EXECUTIVE SUMMARY

Majis' HSE performance continues to reflect strong commitment and measurable progress, with a clear focus on achieving Zero LTI and fostering a proactive safety culture across the organization. The accomplishment of 2.18 million safe man-hours and 984 LTI-free days demonstrates our sustained compliance with local and international standards, as well as our collective dedication to protecting our people, assets, and the environment. During this month, 126 safety observations were reported, reflecting strong workforce engagement and increased safety awareness. The higher number of observations demonstrates our employees' proactive approach in identifying and addressing potential risks early, supporting our commitment to prevention and continuous HSE improvement.

Majis achieved revenue of OMR 2.74M million in January 2026, compared to the budgeted OMR 3.48M million and OMR 2.78M million recorded in the same period in 2025. The variance against the budget is mainly attributable to the budgeted sales revenue from United Polysilicon, which was not recognized in January 2026. The actual costs were OMR 1.35 million, lower than the budgeted OMR 1.50 million and higher than OMR 1.02 million recorded in January 2025. The favorable variance against the budget is mainly due to recognizing only fixed water purchase costs related to the supply to United Polysilicon, as the customer has not yet started taking water based on the take-or-pay volumes.

The Client Management update highlights key achievements for January 2026. The Process Water service for Shurooq Solar Energy was successfully activated with a capacity of 1,100 m<sup>3</sup>/day, and the domestic wastewater contract with Oman International Container Terminal (OICT) was renewed for a three-year term (2026-2029). Additionally, a six-month bank guarantee was submitted to Pencillin General Integrated Industrial in line with contractual requirements. Client engagement activities continued with key customers to strengthen relationships and address operational and commercial matters. Process water consumption reached 161,433 m<sup>3</sup> in January 2026, and Days Sales Outstanding (DSO) stood at 74 days, compared to the 12-month average of 67 days.

Majis sustained a strong emphasis on asset management and operational excellence. Key achievements included the successful onsite maintenance of a critical valve at the CCWS manifold, identification of an alternative water supply for SFZ clients, and a flooding incident mock drill at SWIP 2. The department also commissioned and tested the DG for the RO plant process water pumping station, overhauled and inspected the RO feed pump at the Hydro Workshop, and finalized the fluoride enhancement system for the potable water business in compliance with APSR requirements. In parallel, the scope of the Decarbonization Project was finalized to support future sustainability and energy efficiency objectives. Several technical training and awareness sessions were conducted over the last two months to enhance staff knowledge and operational capabilities, including Filtration Process Classification, Basics of Power Transformers, Global Position System Device, and Fields Map application awareness.

In January, the Engineering & Technical Support Department achieved significant progress across critical infrastructure projects. The CCWS SIPT01 Protection & Control System upgrade was successfully completed, including comprehensive testing and commissioning at the NAMA intake substation, enhancing system reliability and ensuring full compliance with operational standards. The Majis Process Water Pumping System progressed into the hot commissioning phase, with water supply to end users initiated and formal handover to Operations underway. Client connection works advanced steadily, with piping installation and partial backfilling completed for JA Solar and Penicillin. Additionally, pipe laying and steel fabrication activities commenced for the Marsa LNG project. Strategic network enhancement initiatives also progressed well. The principal manifold replacement remains on track, while the CCWS network bypass achieved approximately 90% completion of excavation works, with all necessary permits secured, reflecting strong coordination and regulatory compliance.

# BSC UPDATES - JANUARY 2026



## ESG

WEIGHT (%) 20%

- LTIs Rate 2.5%**  
 LTI, a key Health & Safety performance indicator used to measure the frequency and severity of workplace injuries that result in lost work time
- Implement the approved HSE Transformation Plan 2.5%**  
 To ensure the effective implementation of the approved HSE Transformation Plan in order to strengthen HSE culture across the organization and achieve a measurable reduction in HSE incidents
- Achieve the CO2 emission reduction targets 5%**  
 Track total annual GHG emissions to ensure compliance with the approved 2026 CO<sub>2</sub> reduction target through the implementation of decarbonization initiatives.
- To update and 100% execute the approved 2026 People IDPs 5%**  
 To implement the approved 2026 People Individual Development Plans (IDPs) to ensure employee growth and development, including the defined key role succession plan.
- compliance with OIA governance framework as per OIA/OQ directions 5%**  
 The "100% Compliance" in the KPI refers to Compliance assurance. The objective of this KPI is to ensure that management complies with governance and policies issued by OIA



## FINANCIAL

WEIGHT (%) 40%

- Shareholders Value - ROACE for 2026 20%**  
 Measures Majis's ability to generate profits given certain capital employed and describes how effective capital has been used over the long-term.
- Improved Net Income compared to approved Budget 20%**  
 Measures the ability of Majis to generate stand-alone bottom-line profitability.



## ICV

WEIGHT (%) 5%

- ICV "Annexure 1 5%**  
 Comprehensive metric demonstrating the total spend retained in country that benefits business development, contributes to human capability development, and stimulates productivity in Oman's economy.



## OPERATIONS

WEIGHT (%) 15%

- Incidents of supply interruption 5%**  
 Measure the efficiency of operations and maintenance to minimize the supply interruptions
- Measure and assess the company assets integrity 5%**  
 Evaluate and assess the integrity of company assets using appropriate tools and develop a long-term assets sustainability plan.
- Achieve 100% On-Time projects plan for the year 2026 (on time and on budget) 5%**  
 To ensure all 2026 projects are completed on time and within budget according to the approved project plans.



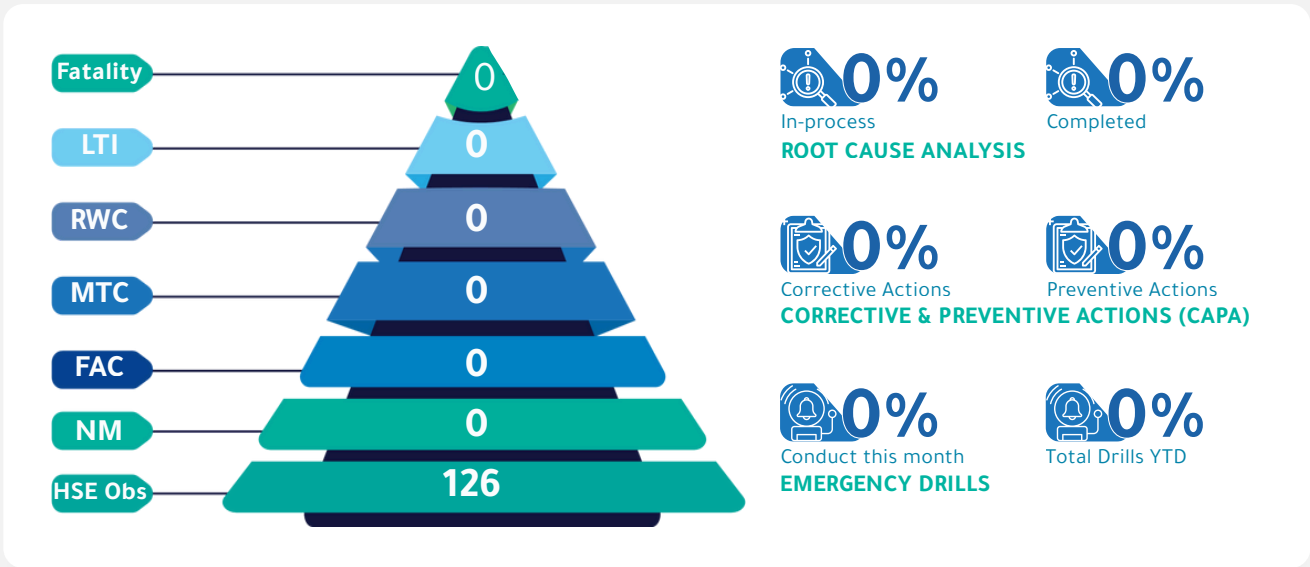
## STRATEGIC

WEIGHT (%) 20%

- New business opportunities-lead to a % of Revenue growth 5%**  
 Measures the ability of the company to bring new customers and increase its revenue
- Cybersecurity and IT infrastructure score 2.5%**  
 Strengthen and Improve Majis Cyber Security Maturity Score
- Customer Satisfaction Survey 2.5%**  
 Client satisfaction assessments help evaluate performance, identify improvements, and enhance commitment to excellence and strong client partnerships.
- Approve the company 5 years business strategy 5%**  
 Develop and obtain approval for the company's 5-year business strategy, including refinancing plans
- plant upgrade feasibility 5%**  
 To get the BoD approval on the Business Case of plant upgrade feasibility

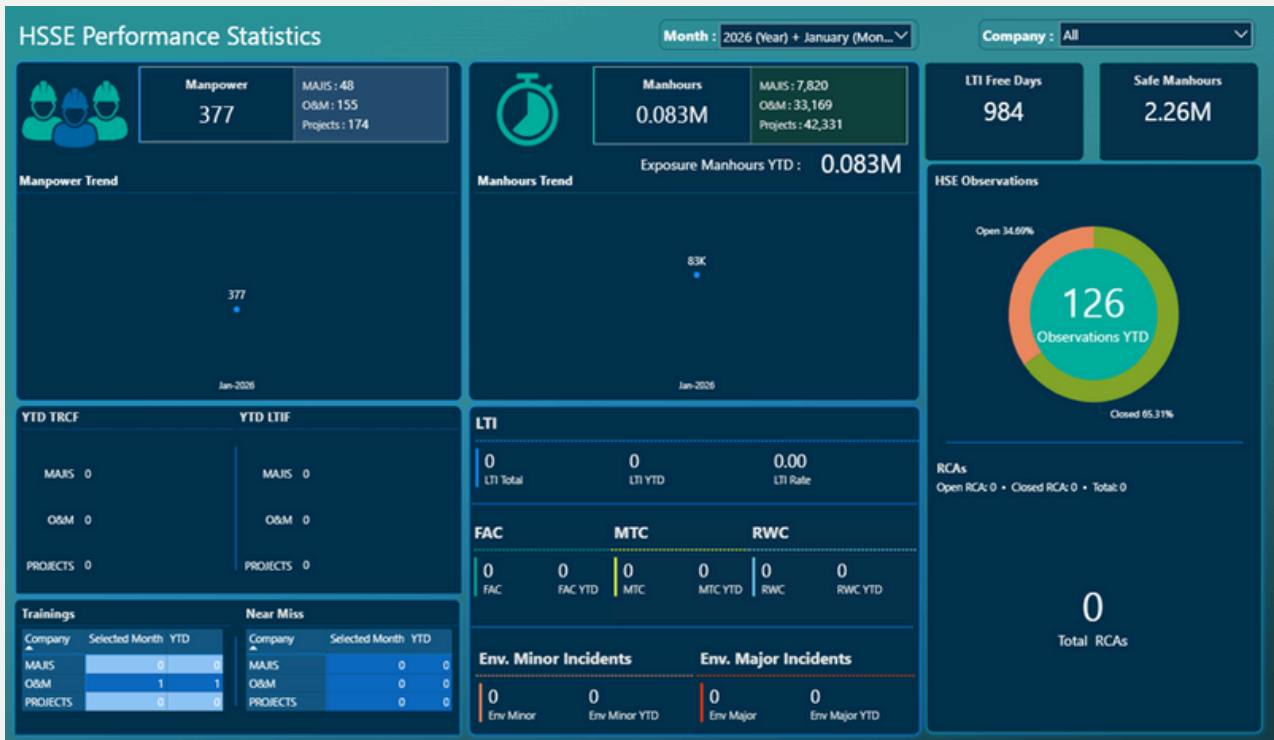
- Since this is first month of the year - the presented BSC KPIs is just for overview

# HSSE UPDATE



## HSSE STATISTICS DIGITALIZED AND AVAILABLE ONLINE

- Majis has successfully digitalized its HSSE statistics, making them accessible through a centralized online platform. This transformation provides real-time visibility, improves data accuracy, and supports faster, more informed decision-making across Health, Safety, Security, and Environmental performance. By leveraging digital tools, Majis is enhancing transparency, increasing efficiency, and driving continuous improvement across all operations.



## HSE ACHIEVEMENT

Majis QHSSE Department is continuously improving its HSE performance, with a strong focus on achieving Zero LTI. Majis promote a proactive safety culture, ensure full compliance with local and international standards, and work collaboratively to protect our people, assets, and environment.

**MAJIS has successfully achieved:**

 **2.18**  
million safe man-hours

 **984**  
LTI-free days

## NEXT MONTH'S SAFETY FOCUS



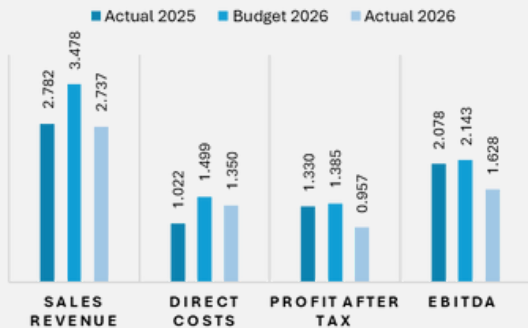
**ENHANCE SAFETY AWARENESS**



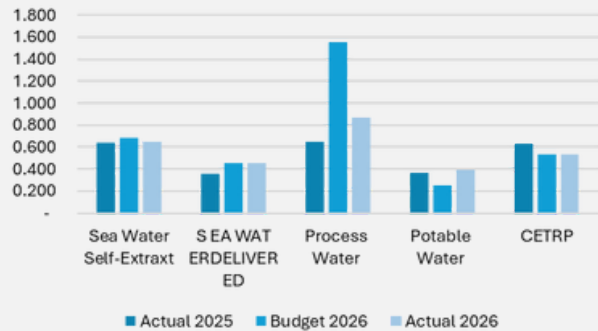
**IMPROVE INSPECTION FREQUENCY  
AND QUALITY.**

# FINANCE UPDATE

**FINANCIAL PERFORMANCE - JANUARY 2026 - MILLION**

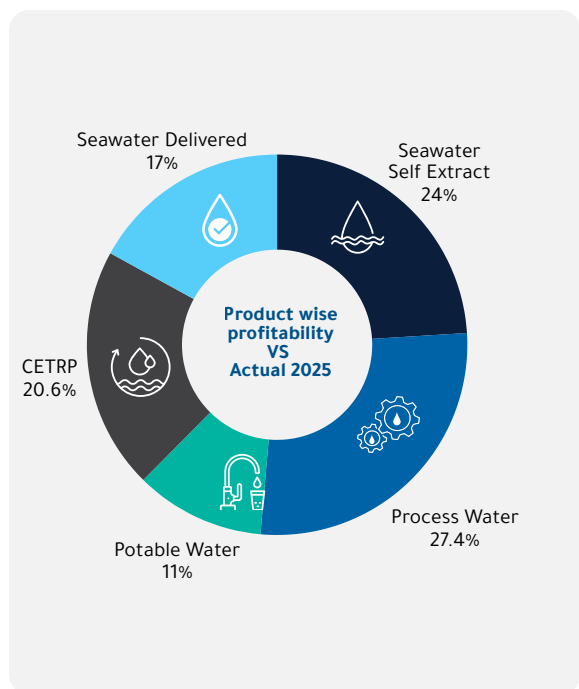


**PRODUCT WISE SALES - 2026 (OMR MILLION)**



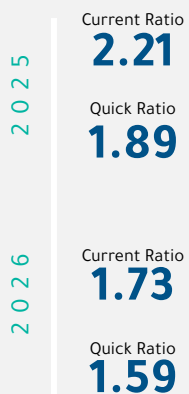
## Performance Highlights

- Sales Revenue:** Majis achieved revenue of **OMR 2.74M million in January 2026**, compared to the budgeted **OMR 3.48M million** and **OMR 2.78M million** recorded in the same period in 2025. The variance against the budget is mainly attributable to the budgeted sales revenue from United Polysilicon, which was not recognized in January 2026.
- Direct Cost:** In January 2026, actual costs were **OMR 1.35 million**, lower than the budgeted **OMR 1.50 million** and higher than **OMR 1.02 million** recorded in January 2025. The favorable variance against the budget is mainly due to recognizing only fixed water purchase costs related to the supply to United Polysilicon, as the customer has not yet started taking water based on the take-or-pay volumes.
- Profitability:** Profit after tax decreased to **OMR 0.957 million in January 2026**, compared to **OMR 1.33 million in January 2025** and a budgeted profit of **OMR 1.385 million**. This decrease is mainly due to the impact of United Polysilicon's demand and supply.
- Margin Expansion:** The gross profit ratio decreases from **60.46% in January 2025** to **50.68% in 2025**, due to the recognition of costs related to polysilicon while the related sales were not recognized.
- Enhanced ROE:** Return on equity decrease from **9.05% to 14.55%**, underlining improved capital efficiency and value creation for shareholders.
- Improved Asset Utilization:** Fixed asset turnover rose from **0.53 to 0.55**, reflecting more efficient use of fixed assets in generating revenue.

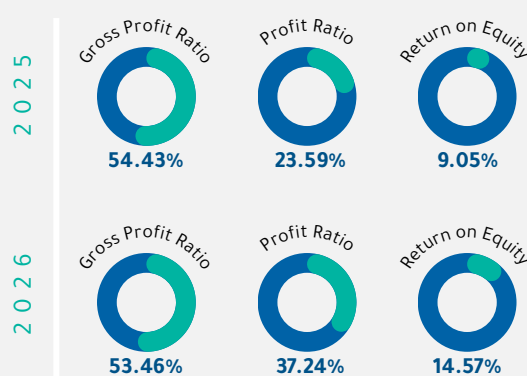


## Ratio Analysis

### Liquidity Ratios



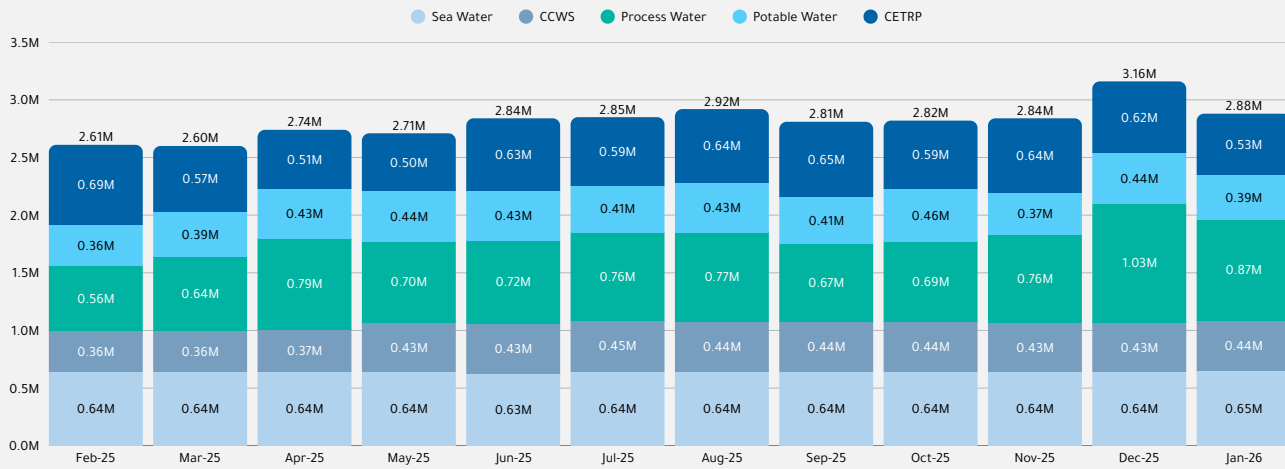
### Profitability Ratio



### Other Important Ratio

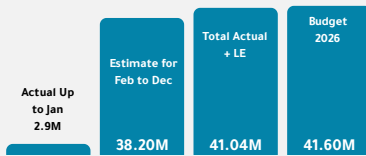


### Rolling One-Year Product Wise Monthly Sales

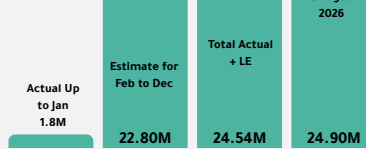


### Latest Estimate

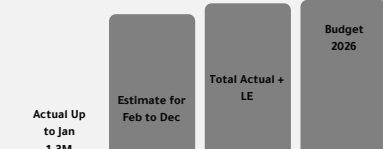
#### Sales



#### EBITDA



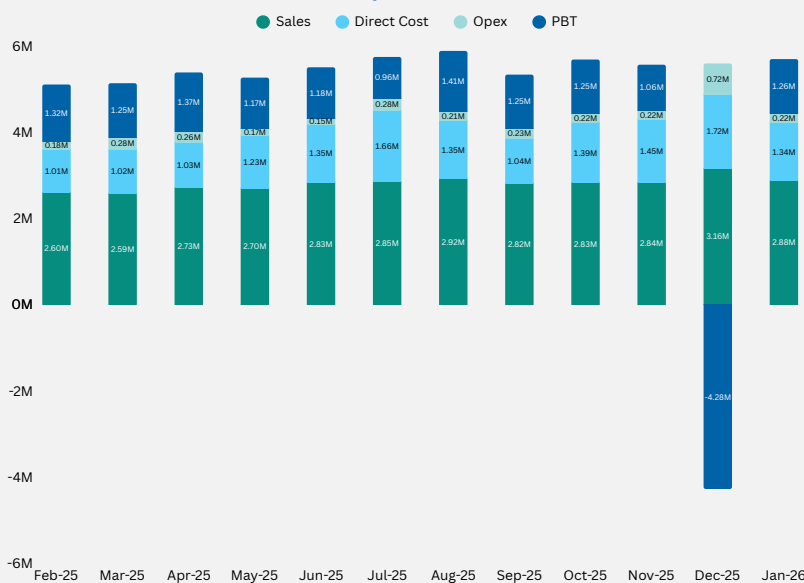
#### PBT



### Insights from Month wise Profitability

- Polysilicon sales are budgeted for the full year based on a take-or-pay quantity of **28,000 m³/day**.
- Seawater self-extraction for Sohar Power Company is budgeted from **mid-May 2026**, based on an annual take-or-pay volume of **33,550 m³**.
- Sohar Titanium process water sales are budgeted for the full year at **1,800 m³/day**.

### Month Wise Profitability (OMR Million)



### Insights from Month wise Profitability

- Two new process water customers, Penicillin and Orion Solar (FZC), commenced operations in January 2026. In addition, higher effluent (S3) sales supported improved month-on-month sales performance.
- M/s USP is being invoiced for their agreement quantity however considering that the customer is not taking the water and requested for amendment in the agreement clauses, their sales is not reported. We are including the related committed cost in our report.
- The costs are expected to remain consistent in months to come.

# CLIENT MANAGEMENT UPDATE

## Key Highlights of the Month



### SHUROOQ SOLAR ENERGY

- Process Water service successfully activated on 13 January 2026 for 1,100 m3/day

### OMAN INTERNATIONAL CONTAINER TERMINAL (OICT)

- Renewal of Domestic Wastewater for three-years term (2026-2029)

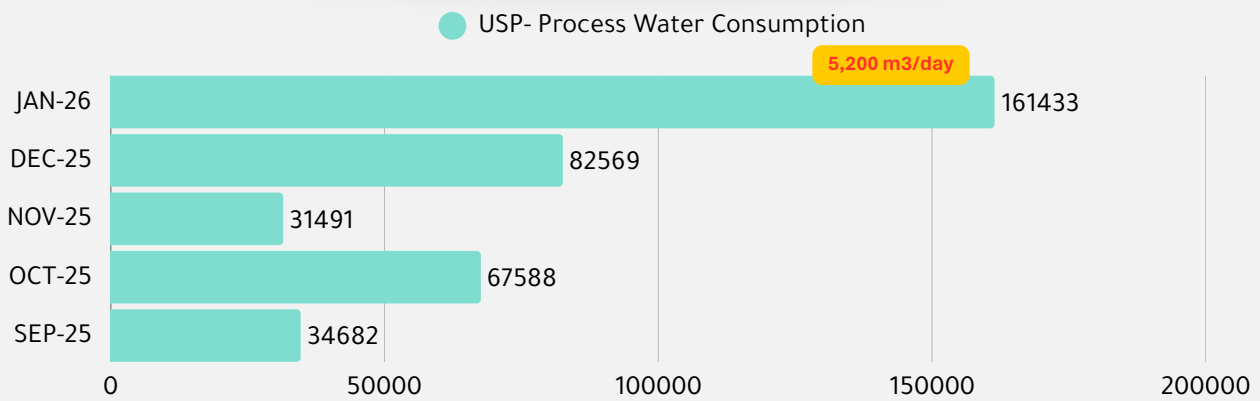


### PENCILLIN GENERAL INTEGRATED INDUSTRIAL

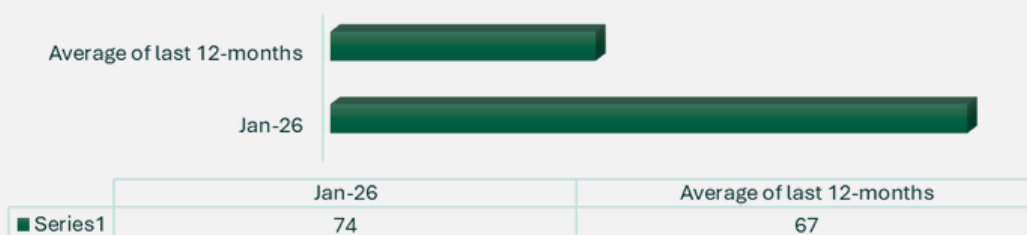
- Submission of 6-month Bank Guarantee in accordance with the contractual requirement

### KEY CLIENTS ENGAGEMENT

- **OQ:** Engagement on water quality matters.
- **Myah Gulf Oman:** Technical discussion on FRC dosing.
- **Sohar Aluminium Company:** Request received for additional seawater supply of 8,000 m3/h for two-year period.
- **Sohar Titanium:** Defferemtn of Supply Commenemtn Day for 6-month.
- **Sohar Sugar Refinery:** follow up on outstanding payment and alignment achievement of settlement plan.



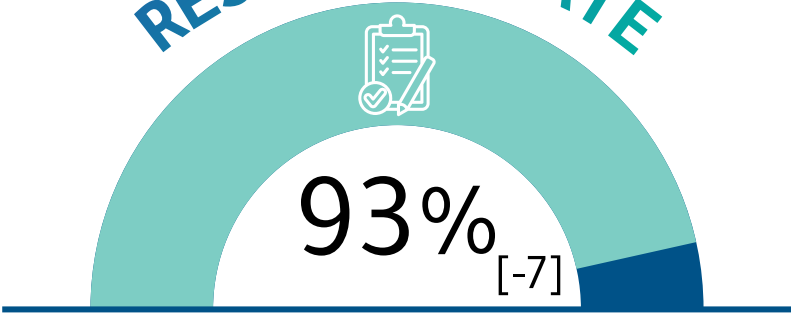
## Days Sales Outstanding



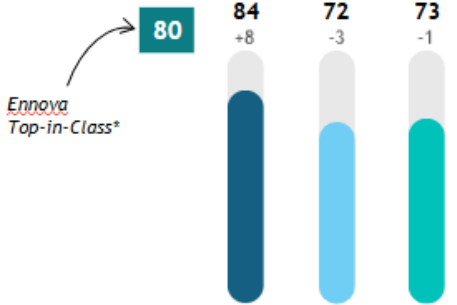
# PEOPLE DEPARTMENT UPDATE

## RETENTION & CULTURE

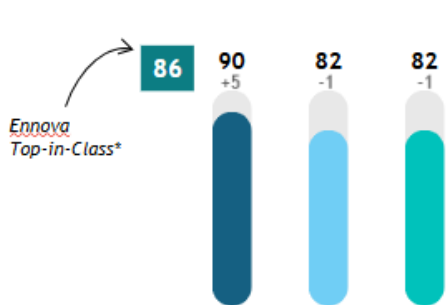
### RESPONSE RATE



#### Satisfaction & Motivation



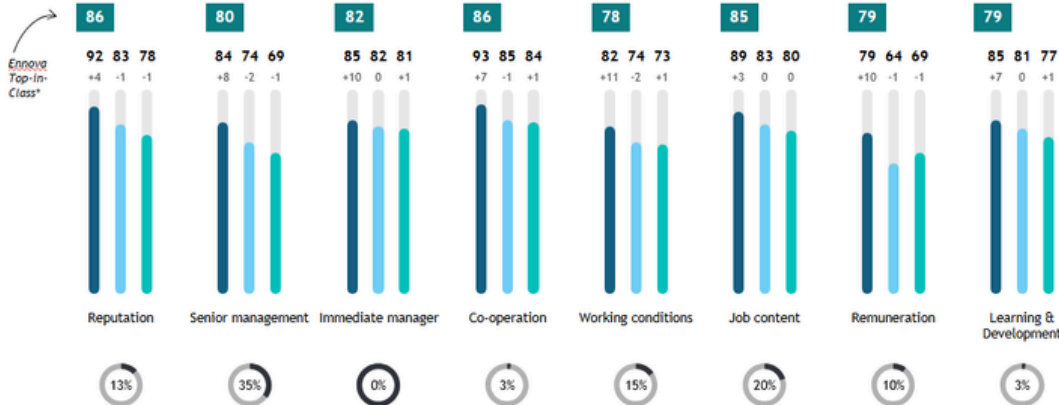
#### Loyalty



Satisfaction & Motivation

Loyalty

#### Engagement drivers



- Majis
- Middle East
- Global - Energy & resources

\*Top-in-Class: Top 25% of the best companies with 50-300 employees

# ASSET MANAGEMENT UPDATE

## HIGHLIGHTS AND INITIATIVES



Successful Onsite maintenance for critical valve at CCWS manifold.



We successfully identified an alternative water supply for SFZ clients by connecting JA Solar to SFZ Phase 1. This connection helped flush out the accumulated debris in the 250 mm pipeline linked to UPA, which had caused complaints from our client



Majis conducted a flooding incident mock drill at Seawater Intake #2, which supplies seawater to clients and affected the neighboring clients' pump systems.



Commissioning and testing of the DG for the process water pumping station at RO plant has been completed successfully.



RO feed pump has been sent to the Hydro Workshop in Muscat for overhaul and inspection process.

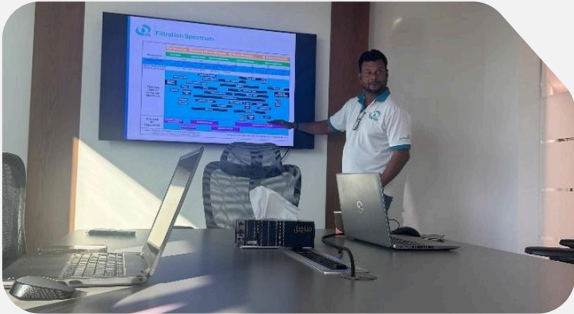
Finalization of Fluoride Enhancing System for the current Potable Water business to comply with APSR requirements

### Finalization of Decarbonization project scope that will cover below main initiatives:

- a. Intelligent Control System project at ETP-1 and ETP-2 which will automate plant operations, optimize process parameters in real time, and reduce power consumption, carbon emissions, and operational risk while supporting Majis's sustainability and energy-efficiency objectives.
- b. Carbon-Conscious Optimization of the RGF Backwash System that will replace seawater backwashing with reuse of RO reject water, cutting seawater consumption, lowering operating costs, and making better use of a current waste stream.
- c. Hybrid Membrane Configuration project will retrofit existing RO skids with a mix of low-energy and high-rejection membranes to maintain product water quality while reducing operating pressure, specific energy consumption, and overall energy use through improved permeability and staging.

# TRAINING, AWARENESS SESSIONS AND STUDIES CONDUCTED IN THE LAST TWO MONTHS

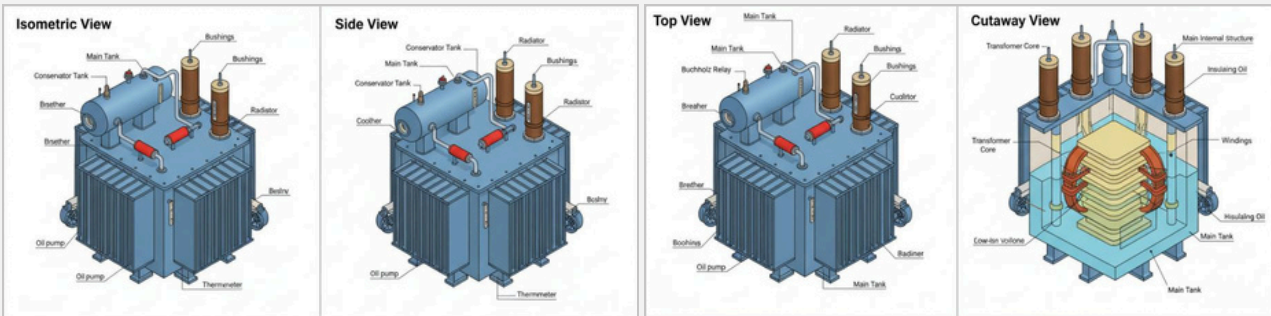
## Filtration Process Classification session



## Basics of Power Transformer (Session #1)

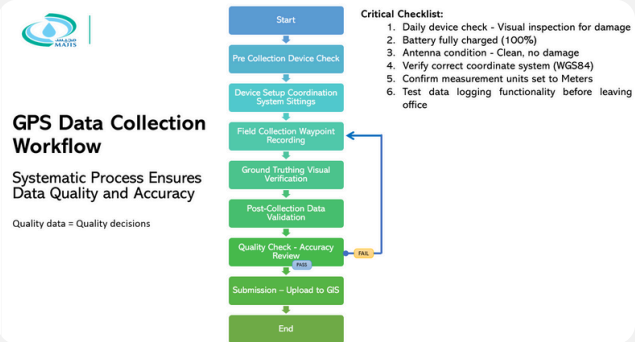
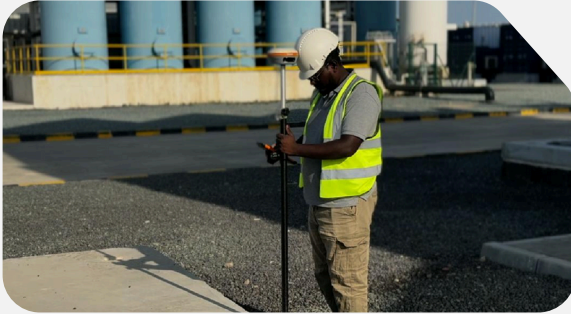


## Basics of Power Transformer (Session #2)

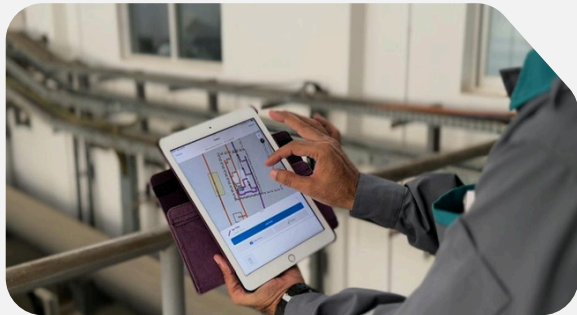
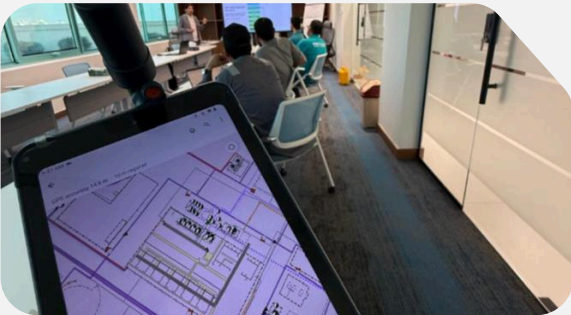


## TRAINING, AWARENESS SESSIONS AND STUDIES CONDUCTED IN THE LAST TWO MONTHS

### Global Position System Device Session



### Fields Map application awareness session



## Permits & Coordination Performance Highlights in the last two months:

### PERMIT PROCESSING & APPROVALS



- Successfully processed 9 work permits requested in Tasheel
- Managed 12 Canter Lines (CL) including revisions for various new and ongoing projects
- Issued 13 approved NOCs by Majis to external applicants

### STAKEHOLDER COORDINATION



- Submitted 19 NOC requests by Majis to external authorities/utilities' owners
- Received and processed 16 NOCs from other applicants requiring coordination

### ENGAGEMENT & FIELD ACTIVITIES



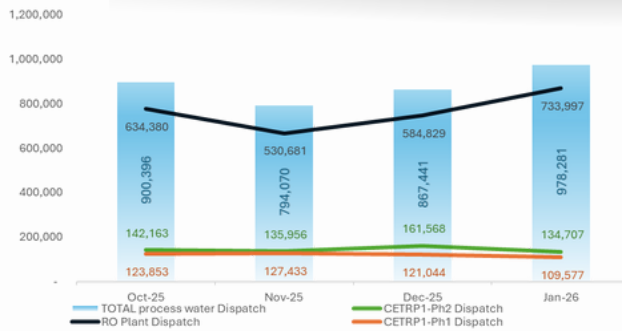
- Conducted 30 meetings for permit communication and stakeholder alignment
- Completed 14 site visits for inspection, verification, and project assessment

## Interruption and Water Network Leaks Statistics

- 1 minor potable water leak with no interruption to the end users.

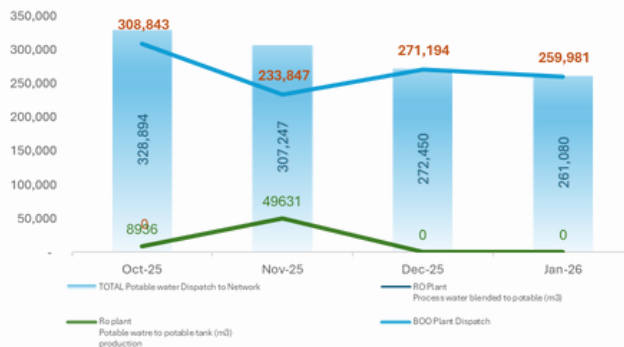
## WATER PRODUCTION STATISTICS

### PROCESS WATER PRODUCTION



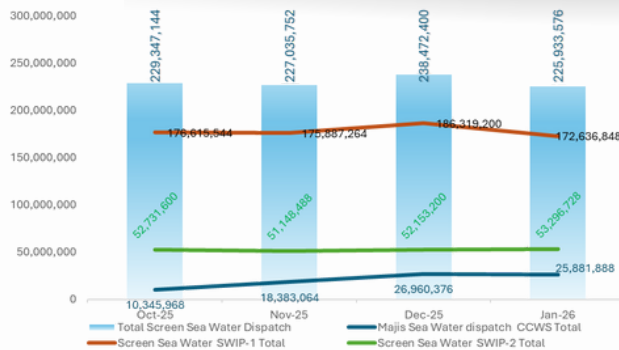
According to Figure, the quantity of process water dispatched on Jan 26 was 978,281 m<sup>3</sup>. This indicates a 11 % increase compared to Dec 25 due to high consumption from UPS around 79,000m<sup>3</sup>

### POTABLE WATER PRODUCTION



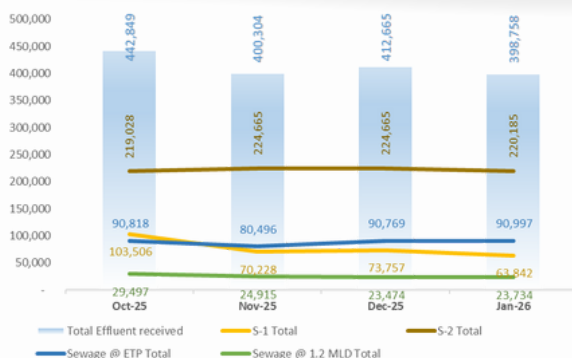
In Jan 26, the total amount of potable water dispatched was 259,981m<sup>3</sup>, which reflects a decrease 3% compared to Dec 25 due to less demand from SIE6 & 7

### SEA WATER PRODUCTION



According to Figure, in Jan 26 the supply of chlorinated sea water through CCWS was 25,881,888 m<sup>3</sup>/month . The total screened sea water from SWIP1 in the same month was 172,636,848 m<sup>3</sup> and 53,296,728 m<sup>3</sup> from SWIP2 .

### EFFLUENT TREATMENT



This Figure displays the combined amount of effluent and sewage received at the CETRP plant On Jan 26, a total of 412,665m<sup>3</sup> of effluent was received, reflecting a 3.5% decrease compared to Dec 25.

# ENGINEERING & TECHNICAL SUPPORT



## ACHIEVEMENTS OF THE MONTH

### 1- Renovation and maintenance of Majis admin building

- The project has been completed, and we are currently in the process of closing the snag list and preparing for the final handover to the Admin Department

### 2- CCWS SIPT01 Protection Control System upgradation

- The project has been 100% successfully completed, achieving all planned objectives. The scope included comprehensive design updates, protection circuit modifications, testing, and full commissioning activities at the NAMA intake substation. A significant number of protection relays have been fully replaced with upgraded models aligned with system reliability requirements and operational needs. All risks associated with the old protection scheme have been eliminated, ensuring full compliance with NAMA standards and delivering a more reliable, stable, and robust protection control system.

### 3- Majis' Process Water Pumping System Upgrade Project

- Final testing (hot commissioning) has started, and water has been supplied to end users. The handover process to operation team has started.

### 4- Supply and installation of water connection for JA solar

- All piping works has been completed and partial back filling completed. Post markers and cover slabs prepared and ready for installation.

### 5- Supply and installation of water connection for Penicillin

- All piping works has been completed and partial back filling completed. Post markers and cover slabs prepared and ready for installation.

### 6-Supply and installation of Water & Wastewater Utilities for Marsa LNG

- Pipe laying has started and steel fabrication works for the chamber has started.

### 7- Manifold Replacement

- Principal manifold replacement work in progress.

### 8- CCWS network bypass

- The corridor excavation works are almost 90% completed, and currently preparing to start the road cutting once SIPC approval is obtained. All materials have been procured, the required NOCs and permits have been received, and construction works have commenced on site.

PROCESS WATER PUMPING SYSTEM



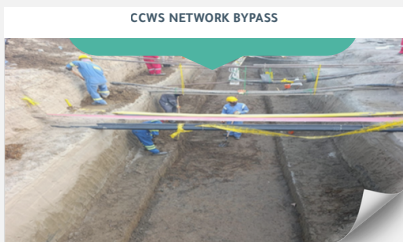
MANIFOLD REPLACEMENT PROJECT



MAJIS PROCESS WATER PUMPING SYSTEM UPGRADE PROJECT

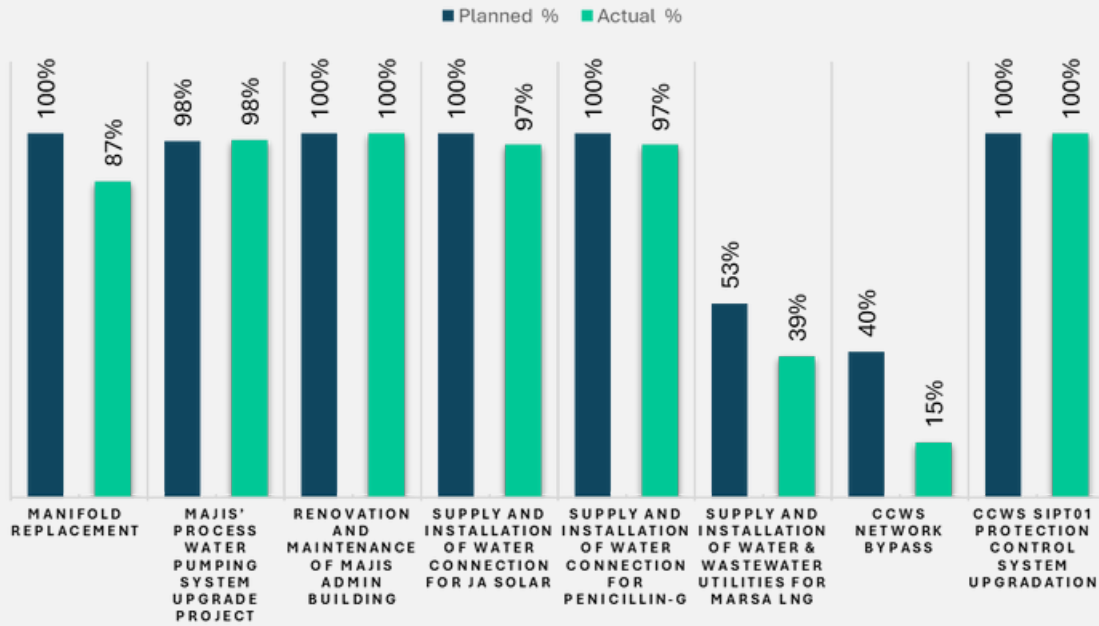


CCWS NETWORK BYPASS



PRENOVATION OF MAJIS ADMIN BUILDING





### FORWARD OUTLOOK & KEY FOCUS AREAS

- 01

**Manifold Replacement**
Principal manifold shutdown in progress.
- 02

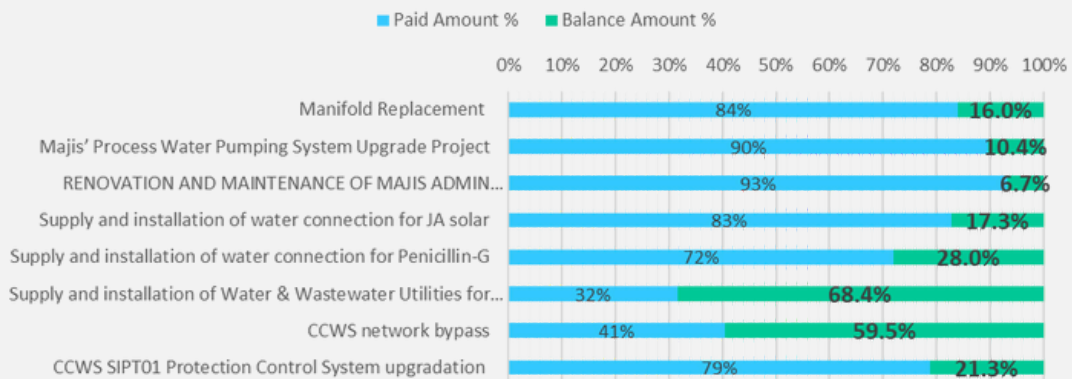
**Process Water UPS Project**
Hot commissioning works and hand over in progress
- 03

**CCWS bypass**
excavation and road cutting permit to be finalize.
- 04

**Connection to Marsa LNG**
Get SIPC approval for shallow cut.

### PAID AMOUNT % VS BALANCE AMOUNT %

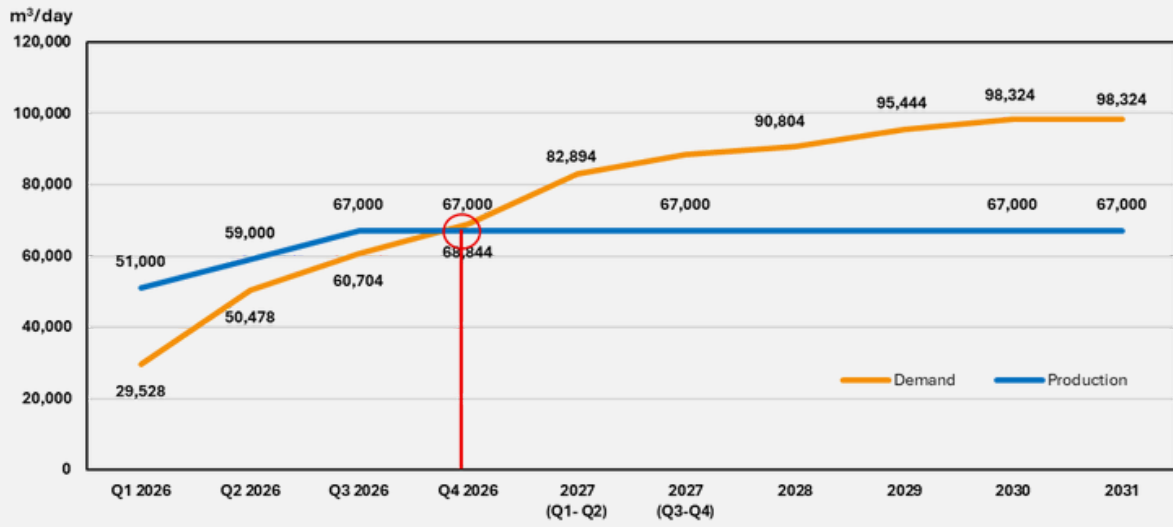
#### Paid Amount % Vs Balance Amount %



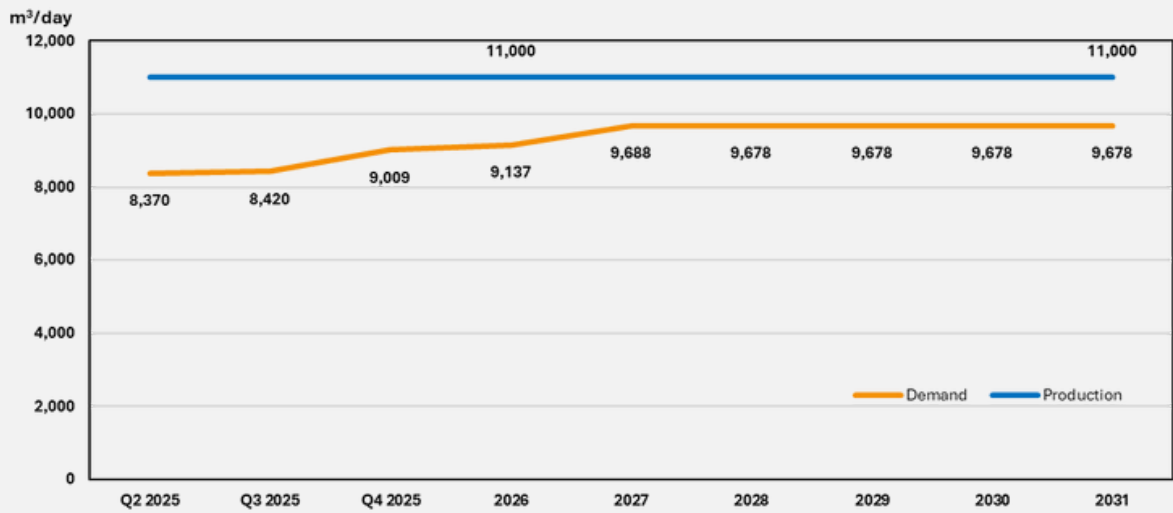
# BUSINESS DEVELOPMENT UPDATE

| Client Name        | Location  | Start Date | Process Water (m3/day) | Potable Water (m3/day) | Effluent (m3/day) | Status  |
|--------------------|-----------|------------|------------------------|------------------------|-------------------|---|
| USP                | SFZ - 2   | Q3 - 2025  | 28,000                 | 500                    | -                 | USP currently in ramp up phase, expected to reach to full capacity production by end of Q4-26 to Q1-27              |
| Penicillin G       | SFZ - 1   | Q1 - 2026  | 1,350                  | 225                    | -                 | Pipeline project Completed, ready to supply water   |
| Shurooq            | SFZ - 2/3 | Q1 - 2026  | 4,000                  | 134                    | -                 | Pipeline project Completed  |
| UFC                | SIPA      | Q2 - 2026  | 300                    | 30                     | 200               | Process Water agreement signed, pipeline project in engineering phase.  |
| ORAC               | SIE       | Q4 - 2026  | 350                    | -                      | -                 | Water tariff and connection costs shared, approval in progress  |
| Shinzoom           | SFZ - 3   | Q1 - 2027  | 3,000                  | 100                    | 50                | Initial discussions underway, Shared KYC form   |
| Shinas Generating  | SIPA      | Q1 - 2027  | 2,400                  | -                      | Existing          | Shared proposal options; under review   |
| Green Ferro Alloys | SFZ - 1   | Q3 - 2026  | 210                    | 10                     | -                 | Agreement signed, handover documents in progress.   |
| Canadian Solar     | SFZ - 2   | Q1 - 2027  | 830                    | 240                    | -                 | Shared tariff and agreement terms, in negotiation phase.  |
| Junda              | SFZ - 2   | Q3 - 2027  | 5,000                  | 120                    | -                 | Junda exploring investment opportunities in Oman and other countries.   |
| Oman Chlorine      | SIE Ph-1  | Q3 - 2027  | 900                    | -                      | -                 | Tariff & draft agreement shared, meeting with Madayn & Oman Chlorine held on Jan 26                                 |
| Jinnan             | SIPA      | Q3 - 2027  | 10,000                 | 226                    | 203               | Agreement signed by Jinnan for 10,000 m3/day at SIPA. Potable water under discussion                                |
| Sohar PET / MAK    | SFZ - 2   | Q3-2027    | 4,100                  | -                      | -                 | •Initial discussions. For Ph-1 in 2027, 980 m3/day Ph- 2 in 2028 addn. 980 m3/day & Ph-3 in 2029; addn. 2140 m3/day |
| SIUCI              | SIPA      | 2030       | 2,880                  | Existing               | Existing          | Under feasibility study   |
| Oman Zinc          | SFZ 2     | Q1-2027    | 150                    | -                      | -                 | Shared Tariff, discussion in progress   |
| Shenlian Group     | SFZ-5     | Q4-2027    | 900                    | -                      | -                 | Under Initial discussion  |

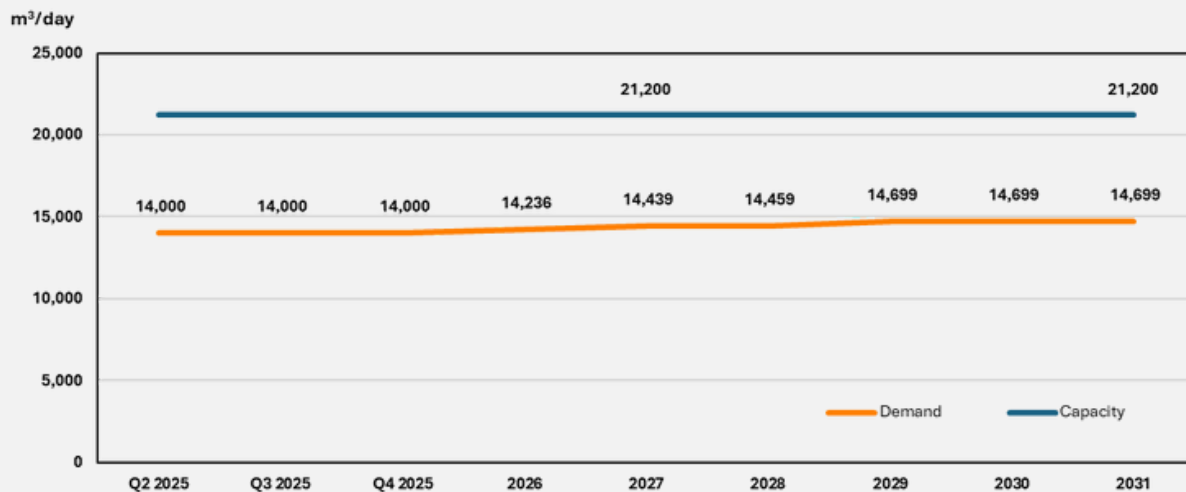
## PROCESS WATER PRODUCTION VS DEMAND



## POTABLE WATER PRODUCTION VS DEMAND



## EFFLUENT TREATMENT CAPACITY VS DEMAND



## Engineering Activities Dashboard

### BUSINESS DEVELOPMENT DEPARTMENT

Completed

1

In Progress

6

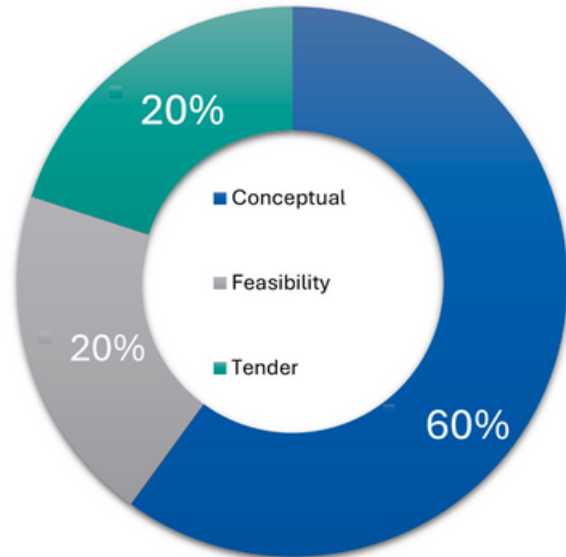
Not Started

3

Total

10

### PHASES ACTIVITIES



### ACTIVITIES PROGRESS

#### CONCEPTUAL PHASE

|   |             |  |     |
|---|-------------|--|-----|
| Client Vs. Service Highlights Dashboard   | Not Started | <div style="width: 5%;"><div style="width: 5%;"></div></div>   | 5%  |
| Potable water holistic view report update | Not Started | <div style="width: 0%;"><div style="width: 0%;"></div></div>   | 0%  |
| Majis SWRO to BWRO conversion study       | Not Started | <div style="width: 5%;"><div style="width: 5%;"></div></div>   | 5%  |
| Jinnan Process water Pipeline             | In Progress | <div style="width: 25%;"><div style="width: 25%;"></div></div> | 25% |
| CETRP Production Optimization             | in Progress | <div style="width: 5%;"><div style="width: 5%;"></div></div>   | 5%  |

#### FEASIBILITY PHASE

|                              |             |  |     |
|------------------------------|-------------|--|-----|
| Flood Mitigation Study       | In Progress | <div style="width: 15%;"><div style="width: 15%;"></div></div> | 15% |
| New Process Tank & PS at SFZ | Completed   | <div style="width: 95%;"><div style="width: 95%;"></div></div> | 95% |
| Process Water Bypass line    | in Progress | <div style="width: 70%;"><div style="width: 70%;"></div></div> | 70% |

#### TENDER PREPARATION PHASE

|  |             |  |     |
|--|-------------|--|-----|
| Potable water network at SFZ 1 design and BOQ Review | In Progress | <div style="width: 90%;"><div style="width: 90%;"></div></div> | 90% |
| Strategic Process water Tank & PS at SIPA            | In Progress | <div style="width: 20%;"><div style="width: 20%;"></div></div> | 20% |

# INFORMATION TECHNOLOGY

## IT KPIs - January 2026 update

### Digitalization Initiatives



COMPLETED

Digital Initiatives has been launched

- empowering 62% up from 41% of the employees with AI Assistance
- “Copilot” to increase AI adoption
- Initiated centralized standardization of corporate email signatures.

### Cybersecurity (Risk Avoidance, etc)



CYBER SECURITY INCIDENT  
RECORDED IN JANUARY



IN JANUARY, 10% OF THE 2026 OIA & OQ MANDATORY COMPLIANCE REQUIREMENTS HAS BEEN ADDRESSED DEMONSTRATING EARLY PROGRESS AGAINST THE ANNUAL COMPLIANCE ROADMAP.

### IT Operation - Systems Upgrade



COMPLETED

- Launched centrally managed Follow-Me Printing Solution with secure card authentication

### ERP Modernization Project: Misbar Project



COMPLETED

- Misbar Project Implementation
- Explore Phase 70% Completed
- UAT for SAP Success Factors Employee Central & Performance & Goal Management Modules Completed



IN PROGRESS

- Conducting Pre-Go Live Success Factors Activities of Data Cutover and Training
- Functional Design Document for Finance, Procurement & Inventory and Asset Management Reviews is Ongoing



JANUARY 2025  
**MONTHLY  
REPORT**



مجلس للخدمات الصناعية ش.م.ع.م  
Majis Industrial Services S.A.O.C



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MajisOman Water Experts