

NATIONAL OIL CORPORATION OF KENYA

INCOME STATEMENT
FIGURES IN KSHS '000'

FORM 3

| | Actual 2010/2011 | Actual 2011/2012 | Actual 2012/2013 | Approved Budget 2013/2014 | Revised Budget 2013/2014 | Proposed Budget 2014/2015 | Variance: Revised Budget 2013/14 to Actual 2012/13 | Variance Budget 2014/15 to Revised 2013/14 |
|---|---------------------|---------------------|---------------------|---------------------------------|-----------------------------|---------------------------------|--|---|
| Volumes (White prds) | 301,033 | 278,826 | 252,661 | 310,249 | 280,436 | 308,155 | 9.90% | 9.88% |
| Revenue | | | | | | | | |
| 1 Sales Turnover | 25,986,356 | 28,288,526 | 25,094,981 | 33,010,688 | 30,922,616 | 35,547,795 | 18.85% | 14.96% |
| 2 Cost of Sales | 24,820,313 | 26,805,828 | 23,605,642 | 31,112,506 | 29,229,645 | 33,559,790 | 19.24% | 14.81% |
| 3 Gross Profit | 1,166,043 | 1,482,698 | 1,489,340 | 1,898,182 | 1,692,971 | 1,988,004 | 12.03% | 17.43% |
| Recovery of Exploration Expenses | 151,255 | 155,210 | 154,341 | 930,632 | 919,979 | 340,064 | 83.22% | -63.04% |
| Release of Deferred Income | 13,248 | 13,248 | 13,248 | 13,248 | 13,248 | 13,248 | 0.00% | |
| 4 Other Income | 214,294 | 208,297 | 157,704 | 148,227 | 160,113 | 236,640 | 1.50% | 47.80% |
| 5 Total Revenue | 1,544,839 | 1,859,453 | 1,814,633 | 2,990,289 | 2,786,310 | 2,577,956 | 34.87% | -7.48% |
| Costs and Expenses | | | | | | | | |
| 6 Personel Emoluments | 180,648 | 201,394 | 337,708 | 391,178 | 361,178 | 507,889 | 6.50% | 40.62% |
| 7 Board Expenses | 17,226 | 11,421 | 14,048 | 25,120 | 18,178 | 18,514 | 22.72% | 1.84% |
| 8 Operating/Administrative Expenses | 232,974 | 274,311 | 393,876 | 526,739 | 432,571 | 536,731 | 8.95% | 24.08% |
| 9 Repairs and Maintenance | 52,756 | 31,192 | 57,395 | 85,769 | 85,769 | 98,832 | 33.08% | 15.23% |
| 10 Depreciation | 314,863 | 362,273 | 189,596 | 272,889 | 350,342 | 382,650 | 45.88% | 9.22% |
| 11 Total Operating Expenses | 798,466 | 880,590 | 992,623 | 1,301,695 | 1,248,038 | 1,544,616 | 20.47% | 23.76% |
| 15 Exploration and Training Costs | 151,255 | 155,210 | 154,341 | 930,632 | 919,979 | 340,064 | 83.22% | -63.04% |
| TOTAL | 949,721 | 1,035,800 | 1,146,963 | 2,232,326 | 2,168,017 | 1,884,680 | 47.10% | -13.07% |
| 16 Operating Profit/(Deficit) | 595,118 | 823,653 | 667,669 | 757,962 | 618,293 | 693,276 | -7.99% | 12.13% |
| 17 Finance Charges | 345,694 | 391,266 | 319,767 | 456,918 | 315,758 | 359,201 | -1.27% | 13.76% |
| 18 Net Earnings before tax | 249,424 | 432,387 | 347,902 | 301,045 | 302,535 | 334,075 | -15.00% | 10.43% |
| 19 Corporation Tax | (149,867) | (116,500) | (126,934) | (90,313) | (90,761) | (100,223) | -39.86% | 10.43% |
| 20 Net Earnings After Tax | 99,557 | 315,887 | 220,968 | 210,731 | 211,775 | 233,853 | -4.34% | 10.43% |
| 21 Distribution -Dividends/Surpluses | 24,889 | 78,972 | 55,242 | - | - | - | | |
| -Retained Earnings | 74,668 | 236,915 | 165,726 | 210,731 | 211,775 | 233,853 | 21.74% | 10.43% |
| 22 Ratios | | | | | | | | |
| i) Gross Profit Margin | 4.49 | 5.24 | 5.93 | 5.75 | 5.47 | 5.59 | | |
| ii) Net Profit Margin (after tax) | 0.38 | 1.12 | 0.88 | 0.64 | 0.68 | 0.66 | | |
| iii) Personel Costs to Recurrent Cost | 0.23 | 0.23 | 0.34 | 0.30 | 0.29 | 0.33 | | |
| iv) Personel Costs to Recurrent Revenue | 0.13 | 0.12 | 0.20 | 0.19 | 0.19 | 0.23 | | |

| NATIONAL OIL CORPORATION OF KENYA | | | | | | APPENDIX I | | |
|--|--------------------|----------------------|----------------------|----------------------|------------|-------------|------------|--|
| ANALYSIS OF DOWNSTREAM OVERHEAD EXPENSES | | | | | | | | |
| | AUDITED | BUDGET | FORECAST | BUDGET | VARIANCES | | | |
| | 2012/13 | 2013/14 | 2013/14 | 2014/15 | | | | |
| | A | B | C | D | C/A | C/B | D/C | |
| Personel Emoluments | | | | | | | | |
| SALARIES | 220,795,793 | 261,665,007 | 239,565,007 | 353,990,796 | 9% | -8% | 48% | |
| STAFF HOUSING | 35,414,789 | 46,016,750 | 40,916,750 | 61,726,645 | 16% | -11% | 51% | |
| GRATUITY AND PENSION COSTS | 48,714,506 | 42,156,651 | 35,356,651 | 36,371,582 | -27% | -16% | 3% | |
| MEDICAL & INSURANCE EXPENSES | 22,929,499 | 25,270,087 | 29,270,087 | 37,206,338 | 28% | 16% | 27% | |
| STAFF WELFARE EXPENSES | 7,328,849 | 11,910,531 | 11,910,531 | 14,103,828 | 63% | 0% | 18% | |
| RECRUITMENT COSTS | 2,524,359 | 4,158,877 | 4,158,877 | 4,489,982 | 65% | 0% | 8% | |
| | 337,707,795 | 391,177,903 | 361,177,903 | 507,889,169 | 7% | -8% | 41% | |
| Board Expenses | | | | | | | | |
| BOARD EXPENSES | 14,047,999 | 25,119,984 | 18,178,375 | 18,513,657 | 29% | -28% | 2% | |
| Depreciation | | | | | | | | |
| DEPRECIATION & AMORTIZATION | 189,595,580 | 272,889,000 | 350,341,943 | 382,650,404 | 85% | 28% | 9% | |
| Training and Education | | | | | | | | |
| TRAINING AND EDUCATION | 31,984,590 | 73,708,000 | 35,326,563 | 45,655,783 | 10% | -52% | 29% | |
| Administrative Expenses | | | | | | | | |
| OTHER STAMP DUTIES | 192,624 | | | | | | | |
| MOTOR RUNNING EXPENSES | 1,283,783 | 584,849 | 584,849 | 1,423,452 | -54% | 0% | 143% | |
| TRAVELLING AND ACCOMODATION | 80,862,669 | 96,888,553 | 96,888,553 | 97,212,204 | 20% | 0% | 0% | |
| TELEPHONE AND POSTAGE | 6,043,271 | 10,067,470 | 10,067,470 | 10,005,504 | 67% | 0% | -1% | |
| ENTERTAINMENT | 191,896 | 957,726 | 957,726 | 1,016,667 | 399% | 0% | 6% | |
| PRINTING AND STATIONERY | 3,870,840 | 3,586,962 | 3,586,962 | 5,513,174 | -7% | 0% | 54% | |
| OFFICE EXPENSES | 3,761,218 | 5,185,926 | 5,185,926 | 6,491,943 | 38% | 0% | 25% | |
| SUBSCRIPTIONS AND MEMBERSHIPS | 4,311,501 | 8,887,456 | 8,887,456 | 12,029,701 | 106% | 0% | 35% | |
| DONATIONS & GIFTS | 6,904,472 | 13,288,981 | 8,449,620 | 8,061,691 | 22% | -36% | -5% | |
| AUDIT FEES | 8,501,213 | 9,962,593 | 9,962,593 | 11,719,259 | 17% | 0% | 18% | |
| ENVIRONMENTAL AUDITS | - | 6,356,358 | 3,178,179 | 6,892,407 | 100% | -50% | 117% | |
| LEGAL FEES | 43,600,104 | 15,969,136 | 15,969,136 | 21,987,654 | -63% | 0% | 38% | |
| ADVERTISING AND PUBLICITY | 36,421,476 | 90,727,656 | 34,412,342 | 75,356,345 | -6% | -62% | 119% | |
| GROCERIES AND DRINKS | 5,279,041 | 3,029,368 | 3,029,368 | 5,550,221 | -43% | 0% | 83% | |
| STAFF UNIFORMS | 1,155,720 | 1,579,981 | 1,579,981 | 3,340,438 | 37% | 0% | 111% | |
| PROFESSIONAL FEES | 39,717,909 | 83,716,786 | 56,777,280 | 60,404,481 | 43% | -32% | 6% | |
| MEETINGS AND NEGOTIATION FEES | 272,200 | 2,745,556 | 274,556 | 376,483 | 1% | -90% | 37% | |
| TENDER FEES | 718,722 | 3,569,630 | 1,784,815 | 2,837,037 | 148% | -50% | 59% | |
| STATIONS & CONSIGNMENT EXPENSES | 18,398,995 | | 27,900,000 | 26,222,300 | 52% | 100% | -6% | |
| | 261,487,653 | 357,104,987 | 289,476,812 | 356,440,961 | 11% | -19% | 23% | |
| Operating Expenses | | | | | | | | |
| RENT RATES & LICENCES | 30,540,594 | 25,009,562 | 25,009,562 | 44,740,997 | -18% | 0% | 79% | |
| SOFTWARE LICENCES | 8,349,771 | 43,049,235 | 17,435,560 | 22,990,741 | 109% | -59% | 32% | |
| INSURANCE | 5,268,043 | - | 4,281,213 | 4,012,346 | -19% | 100% | -6% | |
| SECURITY CHARGES | 46,913,601 | 20,403,259 | 53,577,464 | 52,645,262 | 14% | 163% | -2% | |
| LIGHT & WATER | 4,276,342 | 3,517,484 | 3,517,484 | 4,339,701 | -18% | 0% | 23% | |
| CLEANING | 5,055,414 | 3,946,017 | 3,946,017 | 5,904,764 | -22% | 0% | 50% | |
| | 100,403,766 | 95,925,557 | 107,767,300 | 134,633,811 | 7% | 12% | 25% | |
| Total Operating/Administrative Expenses | 393,876,008 | 526,738,544 | 432,570,675 | 536,730,554 | 10% | -18% | 24% | |
| Repairs & Maintenance | | | | | | | | |
| REPAIRS & MAINTENANCE | 57,395,471 | 85,769,447 | 85,769,447 | 98,832,136 | 49% | 0% | 15% | |
| GRAND TOTAL | 992,622,853 | 1,301,694,878 | 1,248,038,342 | 1,544,615,921 | 26% | -4% | 24% | |

National Oil Corporation
2014-15 Budget
Staff Costs

Summary, Ksh

| | No of employees | Monthly Payroll | Annual Cost | Allocated to Upstream | Net Downstream | Percentage |
|--|-----------------|-------------------|--------------------|-----------------------|--------------------|-------------|
| 1 Salaries | | | | | | |
| Actual as at 31st Dec 2013 (Excluding Management Trainees) | 174 | 24,782,723 | 297,392,674 | | | 47% |
| 8.9% COLA & Merit increase (2013/14) | | 2,205,662 | 26,467,948 | | | 4% |
| Sub- Total 1 | | | 323,860,622 | | | 51% |
| Vacant positions to be filled | 10 | 2,460,000 | 29,520,000 | | | 5% |
| Additional employees (Approved by BoD) | 46 | 7,995,216 | 95,942,592 | | | 15% |
| Sub- Total 2 | 230 | 37,443,601 | 449,323,214 | | | 71% |
| 6 % COLA & Merit increase (2014/15) | | 2,246,616 | 26,959,393 | | | 4% |
| Sub- Total 3 | | 39,690,217 | 476,282,607 | 96,426,331 | 379,856,276 | 75% |
| 3) Annual Leave Allowance | | | 9,549,500 | 1,490,327 | 8,059,173 | 1% |
| 4) NSSF (increased from Ksh 200pppm to 1,080pppm) | | 245,160 | 2,941,920 | 463,680 | 2,478,240 | 0% |
| 5) Proposed Annual Bonus(80% of 1 Mnth Salary)-2014/15 | | | 31,752,174 | 6,428,422 | 25,323,752 | 5% |
| Sub- Total 4 | | | 520,526,201 | 104,808,761 | 415,717,440 | 82% |
| 6) Gratuity & Pension (15% of Basic Salary of 65% Gross) | | 3,869,796 | 45,609,602 | 9,238,021 | 36,371,581 | 7% |
| 7) Annual Medical Insurance Cover | | | 39,243,588 | 7,751,820 | 31,491,768 | 6% |
| 8) Annual Group Personal Accident Cover | | | 7,121,234 | 1,406,663 | 5,714,570 | 1% |
| 9) Staff welfare expenses | | | 17,575,539 | 3,471,711 | 14,103,828 | 3% |
| 10) Recruitment costs | | | 6,700,435 | 2,210,453 | 4,489,982 | 1% |
| Sub- Total 5 | | | 116,250,397 | 24,078,669 | 92,171,728 | 18% |
| Grand Total | | | 636,776,598 | 128,887,429 | 507,889,169 | 100% |

Analysis of specific items constituting the Increase

| | | | | |
|---|-----------|------------|-----------|--------------------|
| 8.9% COLA & Merit increase (2013/14) | 2,205,662 | 26,467,948 | 5,358,598 | 21,109,350 |
| 6 % COLA & Merit increase (2014/15) | 2,246,616 | 26,959,393 | 5,458,094 | 21,501,299 |
| Proposed Annual Bonus(80% of 1 Mnth Salary) | - | 31,752,174 | 6,428,422 | 25,323,752 |
| Total increase expected in 2014/15 | | | | 67,934,400 |
| Total Salaries 2014-15 (if no increase) | | | | 439,954,769 |
| Forecasted Personel Emoluments 2013-14 | | | | 361,177,903 |
| Would be Percentage Increase (due to additional new employees and other related costs) | | | | 22% |

| NATIONAL OIL CORPORATION OF KENYA ~ SALES VOLUME PLAN 2014-15 | | | | | | | | | | | | | | | | | | | | |
|---|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|--|
| VOLUME SUMMARY | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | 2015 | | | | | | | |
| | Jan-14 | Feb-14 | Mar-14 | Apr-14 | May-14 | Jun-14 | Jul-14 | Aug-14 | Sep-14 | Oct-14 | Nov-14 | Dec-14 | Jan-15 | Feb-15 | Mar-15 | Apr-15 | May-15 | Jun-15 | TOTAL | |
| Retail | 15,642 | 15,876 | 16,114 | 16,356 | 16,601 | 16,850 | 15,807 | 15,886 | 15,965 | 16,045 | 16,125 | 16,206 | 16,287 | 16,368 | 16,450 | 16,532 | 16,615 | 16,698 | 194,984 | |
| Government | 463 | 470 | 477 | 484 | 491 | 499 | 468 | 470 | 473 | 475 | 477 | 480 | 482 | 484 | 487 | 489 | 492 | 494 | 5,771 | |
| Commercial & Industrial | 4,522 | 4,589 | 4,658 | 4,728 | 4,799 | 4,871 | 4,569 | 4,592 | 4,615 | 4,638 | 4,661 | 4,685 | 4,708 | 4,732 | 4,755 | 4,779 | 4,803 | 4,827 | 56,364 | |
| Resellers | 2,304 | 2,338 | 2,374 | 2,409 | 2,445 | 2,482 | 2,328 | 2,340 | 2,352 | 2,363 | 2,375 | 2,387 | 2,399 | 2,411 | 2,423 | 2,435 | 2,447 | 2,460 | 28,720 | |
| Export | 3,200 | 3,264 | 3,329 | 3,908 | 3,981 | 4,055 | 1,809 | 1,818 | 1,827 | 1,836 | 1,845 | 1,855 | 1,864 | 1,873 | 1,883 | 1,892 | 1,902 | 1,911 | 22,315 | |
| | 26,130 | 26,538 | 26,952 | 27,885 | 28,318 | 28,757 | 24,981 | 25,106 | 25,231 | 25,358 | 25,484 | 25,612 | 25,740 | 25,869 | 25,998 | 26,128 | 26,259 | 26,390 | 308,155 | |

APPENDIX VII

BUDGET CAPITAL EXPENDITURE TRACKING REGISTER 2013/14

| CLASS | DPT | ASSET DESCRIPTION | REVISED | APPROVED | TOTAL | |
|---------------------------------|-----------------------|---|---------------------|--------------------|-------------------|--------------------|
| | | | RE-ALLOCATED BUDGET | DOWNSTREAM | | UPSTREAM |
| HARDWARE | | | | | | |
| | <u>Computers</u> | | | | | |
| ICT | | Desktops-30 | 1,890,000 | 1,890,000 | 210,000 | 2,100,000 |
| ICT | | Laptops- 25 | 3,700,000 | 3,700,000 | 200,000 | 3,900,000 |
| | <u>ICT General</u> | | | | | |
| ICT | | Video conferencing | - | 5,000,000 | - | 5,000,000 |
| ICT | | Router replacement to support video conferencing | 2,000,000 | 2,000,000 | - | 2,000,000 |
| ICT | | Modems for marketing staff-Operations-5, Supply-1, S&M-10 | 40,000 | 40,000 | - | 40,000 |
| ICT | | Phones | 2,400,000 | 2,400,000 | - | 2,400,000 |
| ICT | | Servers | 10,000,000 | 10,000,000 | - | 10,000,000 |
| ICT | | DR solution (40% of cost 6.25M) | 2,500,000 | - | - | 2,500,000 |
| ICT | | Stocks Projections software | 200,000 | 200,000 | - | 200,000 |
| | | | 22,730,000 | 25,230,000 | 410,000 | 25,640,000 |
| INTANGIBLE ASSETS | | | | | | |
| ICT | | Cisco telephone bill management module | 200,000 | 200,000 | - | 200,000 |
| ICT | | Busines Intelligence Analytics | 5,000,000 | 5,000,000 | - | 5,000,000 |
| ICT | | Establishment of Legal Database | 2,273,600 | 2,273,600 | - | 2,273,600 |
| S&M | | Back up Fuel Card Blade server | 1,000,000 | 1,000,000 | - | 1,000,000 |
| E&P | | Case 360 Management System 5 new licences | - | - | 1,350,000 | 1,350,000 |
| E&P | | ICT infrastructure for new lab (connectivity to head office, tel) | - | - | 15,000,000 | 15,000,000 |
| E&P | | Petrel and software training | - | - | 12,600,000 | 12,600,000 |
| E&P | | Fleet Management Pilot Programme 4 trucks | 2,000,000 | - | - | 2,000,000 |
| | | | 10,473,600 | 8,473,600 | 28,950,000 | 37,423,600 |
| FURNITURE & FITTINGS | | | | | | |
| | <u>Administration</u> | | | | | |
| HR | | Roller Shutter Cabinet & Suspenders | 303,000 | 303,000 | - | 303,000 |
| HR | | Coat Hangers | 30,000 | 30,000 | - | 30,000 |
| HR | | Relocation to the Energy Centre (70% of 170M) | 119,000,000 | 170,000,000 | 30,000,000 | 200,000,000 |
| HR | | Chairs | 54,000 | 54,000 | - | 54,000 |
| HR | | Document Holders | 372,000 | 372,000 | - | 372,000 |
| E&P | | Purchase of NDC III Project High end workstation (2) | - | - | 2,880,000 | 2,880,000 |
| E&P | | Network attached 10TB storage Server - NDC Phase III | - | - | 9,000,000 | 9,000,000 |
| E&P | | Seismic Data Loading Training | - | - | 3,600,000 | 3,600,000 |
| E&P | | Magnetotelluric (MT meter) | - | - | 5,850,000 | 5,850,000 |
| E&P | | Magnetometer | - | - | 1,800,000 | 1,800,000 |
| E&P | | Set of Geodetic GPS | - | - | 5,400,000 | 5,400,000 |
| | | | 119,759,000 | 170,759,000 | 58,530,000 | 229,289,000 |
| EQUIPMENT | | | | | | |
| OPS | | New Compressors 5pcs @ 500k (provisional) | 2,500,000 | 2,500,000 | - | 2,500,000 |
| OPS | | Replace analogue air gauges with modern digital units | 3,600,000 | 3,600,000 | - | 3,600,000 |
| OPS | | Universal Petroleum Pipe (UPP) Piping for 8 sites @ 1.5M | 12,000,000 | 12,000,000 | - | 12,000,000 |
| OPS | | Installation of overhead water tank for Kitchen use | 160,000 | 160,000 | - | 160,000 |
| OPS | | Calibration and pressure testing works -20 leased sites | 4,000,000 | 4,000,000 | - | 4,000,000 |
| OPS | | Signage Stations (MIDs) | 5,000,000 | 5,000,000 | - | 5,000,000 |
| OPS | | LED lighting at the stations- 6 @ 0.2M each | 1,200,000 | 1,200,000 | - | 1,200,000 |
| OPS | | Tools- Plate compactor, tool boxes, ladders, workshop bench | 4,650,000 | 4,650,000 | - | 4,650,000 |
| OPS | | New Fire extinguishers 50pcs @ 12000 - EHS assessment | 600,000 | 600,000 | - | 600,000 |
| HR | | Paper Shredders | 300,000 | 300,000 | - | 300,000 |
| ICT | | Communications Equipment- Customer Service centre | 2,000,000 | 2,000,000 | - | 2,000,000 |
| SHEQ | | Work Control Equipments | 250,000 | 250,000 | - | 250,000 |
| SHEQ | | Breathiliser | 150,000 | 150,000 | - | 150,000 |
| SHEQ | | Installation of body security scanners | 3,500,000 | 3,500,000 | - | 3,500,000 |
| S&M | | 30 FuelcardTerminals @ USD 783 each | 2,067,120 | 2,067,120 | - | 2,067,120 |
| S&M | | 30 Fuel card Terminal Batteries @ USD 145 each | 369,750 | 369,750 | - | 369,750 |
| S&M | | 30 Battery chargers | 318,750 | 318,750 | - | 318,750 |
| S&M | | SP55 Data Card Printer | 200,000 | 200,000 | - | 200,000 |
| S&M | | Fabricated Mountable Metal boxes for POS Terminals + Insta | 1,600,000 | 1,600,000 | - | 1,600,000 |
| E&P | | AAS | - | - | 10,000,000 | 10,000,000 |
| E&P | | Microscope for Vitrnite reflectance | - | - | 9,000,000 | 9,000,000 |
| E&P | | Polishers for Vitrnite Reflectance Analysis | - | - | 2,000,000 | 2,000,000 |
| E&P | | Microscope for Vitrnite reflectance and Photometer | - | - | 6,000,000 | 6,000,000 |
| E&P | | Microscope fot TL and UV (with camera) | - | - | 6,000,000 | 6,000,000 |
| E&P | | Ash content Tester | - | - | 7,000,000 | 7,000,000 |
| E&P | | Wax Content Apparatus | - | - | 7,000,000 | 7,000,000 |
| E&P | | Viscometer | - | - | 9,000,000 | 9,000,000 |
| E&P | | Pour point/Cloud Point Tester | - | - | 1,500,000 | 1,500,000 |
| E&P | | GCMSS | - | - | 19,000,000 | 19,000,000 |
| E&P | | Flash point Tester | - | - | 2,000,000 | 2,000,000 |

| CLASS | DPT | ASSET DESCRIPTION | RE-ALLOCATED BUDGET | DOWNSTREAM | UPSTREAM | TOTAL |
|--------------------------------|-----|--|----------------------|----------------------|--------------------|----------------------|
| | E&P | Bomb Calorimeter | - | - | 1,500,000 | 1,500,000 |
| | E&P | Point Counter | - | - | 1,600,000 | 1,600,000 |
| | E&P | Sulfur Content Tester | - | - | 5,000,000 | 5,000,000 |
| | E&P | Nitrogen Gas Generator | - | - | 1,500,000 | 1,500,000 |
| | E&P | SEM | - | - | 10,000,000 | 10,000,000 |
| | E&P | Fume Cupboards | - | - | 5,000,000 | 5,000,000 |
| | E&P | Humidity Oven | - | - | 4,000,000 | 4,000,000 |
| | E&P | Moisture Determination | - | - | 15,000,000 | 15,000,000 |
| | E&P | Sample Boxes | - | - | 2,000,000 | 2,000,000 |
| | | | 44,465,620 | 44,465,620 | 124,100,000 | 168,565,620 |
| | | <i>Expansion</i> | | | | |
| NEW BUSINESS AND OTHERS | OPS | New Generators 5pcs @ 1.5m | 7,500,000 | 7,500,000 | - | 7,500,000 |
| | OPS | Pumps 30pcs @600k | 18,000,000 | 18,000,000 | - | 18,000,000 |
| | | | - | - | - | - |
| | | <i>Product Development: LPG</i> | | | | |
| | OPS | Purchase of 40 LPG Display cages | 8,200,000 | 8,200,000 | - | 8,200,000 |
| | OPS | Purchase of LPG tanks at customer sites | 13,900,000 | 13,900,000 | - | 13,900,000 |
| | OPS | LPG Skid and mini depots 3 @10M each | - | 30,000,000 | - | 30,000,000 |
| | OPS | LPG Bullets | 3,163,059 | - | - | - |
| | OPS | LPG Skid and mini depots 3 @16M each | 48,000,000 | - | - | - |
| | OPS | LPG Plant at NNT Phase 1 (80% of Cost) | 344,000,000 | - | - | - |
| | | | | | | |
| | | <i>Product Development: Lubricants</i> | | | | |
| | OPS | Oil Display Racks- 40 @ 60K | 2,400,000 | 2,400,000 | - | 2,400,000 |
| | OPS | Lubes Canopies 3 @ 0.5m | 1,500,000 | 1,500,000 | - | 1,500,000 |
| | OPS | Oil Drain, Greasing guns, CC cans, Mechanic tool kits | 696,000 | 696,000 | - | 696,000 |
| | OPS | Express Oil centres 2 @5m | 10,000,000 | 10,000,000 | - | 10,000,000 |
| | OPS | Modern Lubrication equipment to 5 service stations | 3,700,000 | 3,700,000 | - | 3,700,000 |
| | | | | | | |
| | | <i>New Business: Alternative business</i> | | | | |
| | OPS | Stations complete rebuilds-Magongo-Phase 1 | 60,000,000 | 100,000,000 | - | 100,000,000 |
| | OPS | Stations partial rebuilds-Ganjoni | 41,800,000 | 40,000,000 | - | 40,000,000 |
| | OPS | Stations partial rebuilds-Olkalao Phase 1 | 48,000,000 | - | - | - |
| | OPS | Tyre Centres 1 @ 3 million | - | 3,000,000 | - | 3,000,000 |
| | OPS | Restaurant 1 @ 3 million | - | 3,000,000 | - | 3,000,000 |
| | OPS | Automated Car wash 2 @ 10M each | 20,000,000 | 20,000,000 | - | 20,000,000 |
| | OPS | Bill boards (Large, Small) | - | 13,000,000 | - | 13,000,000 |
| | OPS | Pharmacy Construction 3 @ 1 million each | - | 3,000,000 | - | 3,000,000 |
| | | | | | | |
| | | <i>New Business: Consumer & Industrial</i> | | | | |
| | S&M | Bulk Storage Tanks 25M3 each (4) @ 700,000 | 2,800,000 | 2,800,000 | - | 2,800,000 |
| | S&M | Bulk Storage Tanks 50M3 each (2) @ 1,200,000 | 2,400,000 | 2,400,000 | - | 2,400,000 |
| | S&M | Fuel Oil storage tanks 1000m3 | - | 60,000,000 | - | 60,000,000 |
| | S&M | Consumer pumps - single 15 | 10,500,000 | 10,500,000 | - | 10,500,000 |
| | | | | | | |
| | | <i>Station capacity enhancement</i> | | | | |
| | | <i>Depot acquisition / construction</i> | | | | |
| | | <i>Stations</i> | | | | |
| | OPS | Station Automation 2 @3m | 6,000,000 | 6,000,000 | - | 6,000,000 |
| | OPS | Full fledged stations including all equipment 2 @ 80m | - | 160,000,000 | - | 160,000,000 |
| | OPS | Full fledged stations at Kenyatta University unicity Phase 1 | 60,000,000 | - | - | - |
| | OPS | Tank enhancement (star, mitto, Kaplong & gilgil) | 15,000,000 | - | - | - |
| | S&M | Project Kanga, Land acquisition & Construction | 416,586,941 | 448,050,000 | - | 448,050,000 |
| | S&M | Construction of Joint Venture Stations | 90,000,000 | 200,000,000 | - | 200,000,000 |
| | | | 1,234,146,000 | 1,167,646,000 | - | 1,167,646,000 |
| MOTOR VEHICLES | | | | | | |
| | HR | Motorbike Yamaha 175cc 2 @0.5M | 1,000,000 | 1,000,000 | - | 1,000,000 |
| | HR | MD's office field vehicle | 6,000,000 | 6,000,000 | - | 6,000,000 |
| | HR | Saloon cars 1 @4m | 4,000,000 | 4,000,000 | - | 4,000,000 |
| | HR | Engineering Pick Up | 5,000,000 | 5,000,000 | - | 5,000,000 |
| | E&P | Field LandRover 2 | - | - | 12,600,000 | 12,600,000 |
| | | | 16,000,000 | 16,000,000 | 12,600,000 | 28,600,000 |
| BUILDINGS | | | | | | |
| | OPS | Toilets for 5 stations @ 1M each | 5,000,000 | 5,000,000 | - | 5,000,000 |
| | E&P | Laboratory construction project completion | - | - | 10,000,000 | 10,000,000 |
| | DMD | Commercial investment premises (Phase I)- Ngong Road Feasibility study | 15,000,000 | 30,000,000 | - | 30,000,000 |
| | | | 20,000,000 | 35,000,000 | 10,000,000 | 45,000,000 |
| PPP | | | | | | |
| | DMD | Transaction Advisory Services for the SBM and other Infrastr | 45,000,000 | 45,000,000 | - | 45,000,000 |
| | | | 1,512,574,220 | 1,512,574,220 | 234,590,000 | 1,747,164,220 |

| NATIONAL OIL CORPORATION OF KENYA | | | | APPENDIX IV | | |
|--|---------------------------------|---|--------------------|-------------------|-------------------|-------------------|
| APPENDIX VII | | | | | | |
| BUDGET CAPITAL EXPENDITURE TRACKING REGISTER 2014/15 | | | | | | |
| CLASS | DPT | ASSET DESCRIPTION | DOWNSTREAM | UPSTREAM | TOTAL | |
| HARDWARE | <u>Computers</u> | | | | | |
| | ICT | Desktops-40 | 2,800,000 | 350,000 | 3,150,000 | |
| | ICT | Laptops- 32 | 3,200,000 | 200,000 | 3,400,000 | |
| | <u>ICT General</u> | | | | | |
| | ICT | Video conferencing for Mombasa Office | 5,000,000 | - | 5,000,000 | |
| | ICT | Server Replacement 6 servers @ 1.2 M each | 7,200,000 | - | 7,200,000 | |
| | ICT | HP Carepacks for Servers and Storage | 4,000,000 | - | 4,000,000 | |
| | ICT | Modems | 30,000 | - | 30,000 | |
| | ICT | Tablets/Ipad 3 pcs @ 100k | 300,000 | - | 300,000 | |
| | ICT | Smart Phones 6 pcs @ 80k | 480,000 | - | 480,000 | |
| | ICT | Phones-Cisco IP Phones and Executive sets | 1,000,000 | - | 1,000,000 | |
| | ICT | Wide format Printers and NDC scanners | 300,000 | - | 300,000 | |
| | ICT | Colour Printer | 40,000 | - | 40,000 | |
| | ICT | Internal Audit server & Screen | 620,000 | - | 620,000 | |
| | ICT | Cisco Equipment Smartnet(UCS, Routers, Switches, AP's) | 1,500,000 | - | 1,500,000 | |
| | S&M | Fuel card POS Terminals (Kanga Expansion) | 2,643,150 | - | 2,643,150 | |
| | S&M | Chip Based Fleet Management Tool | 4,000,000 | - | 4,000,000 | |
| | ICT | Server room Accessories(Sensors, Detectors, Alarms) | 450,000 | - | 450,000 | |
| | ICT | DR solution (60% of cost 6.25M) | 3,750,000 | - | 3,750,000 | |
| | | | | 37,313,150 | 550,000 | 37,863,150 |
| INTANGIBLE ASSETS | ICT | QMS Software | 11,500,000 | - | 11,500,000 | |
| | ICT | Audit & Monitoring software | 2,200,000 | - | 2,200,000 | |
| | ICT | Intruder alarm system at stations 10 sites @ 0.1M | 1,000,000 | - | 1,000,000 | |
| | ICT | Procurement software | 4,000,000 | - | 4,000,000 | |
| | ICT | Helpdesk upgrade | 500,000 | - | 500,000 | |
| | ICT | Cisco Wireless LAN controller & ISE | 4,300,000 | - | 4,300,000 | |
| | ICT | GPRS | 100,000 | - | 100,000 | |
| | ICT | PhonexOne Billing software support | 300,000 | - | 300,000 | |
| | ICT | Intergrated Security System ICT equipments(POE's) | 500,000 | - | 500,000 | |
| | ICT | Gateway Security | 2,000,000 | - | 2,000,000 | |
| | OPS | Fleet Management System + Accessories | 10,070,000 | - | 10,070,000 | |
| | ICT | Oracle Busines Intelligence Analytics | 10,000,000 | - | 10,000,000 | |
| | ICT | Oracle Customer Relation Management System | 10,000,000 | - | 10,000,000 | |
| | ICT | New Opportunities of ICT Systems e.g Mobile Apps | 500,000 | - | 500,000 | |
| | E&P | Sample Inventory system | | 5,500,000 | 5,500,000 | |
| | E&P | Core Photography system | | 1,800,000 | 1,800,000 | |
| | | | | 56,970,000 | 7,300,000 | 64,270,000 |
| | FURNITURE & FITTINGS | <u>Administration</u> | | | | |
| | | HR | Desks/Workstations | 3,050,000 | 200,000 | 3,250,000 |
| | | HR | Chairs for staff | 2,055,000 | 600,000 | 2,655,000 |
| HR | | Chairs for Visitors | 260,000 | - | 260,000 | |
| HR | | Tables & Stools | - | 520,000 | 520,000 | |
| HR | | Cabinets | 700,000 | - | 700,000 | |
| HR | | Laminating machine | 30,000 | - | 30,000 | |
| HR | | Refurbishment Works - Customer Service Office | 1,500,000 | - | 1,500,000 | |
| HR | | Relocation to the Energy Centre (30% of 170M) | 51,000,000 | - | 51,000,000 | |
| | | | 58,595,000 | 1,320,000 | 59,915,000 | |
| EQUIPMENT | OPS | New Compressors 5pcs @ 500k (provisional) | 2,500,000 | - | 2,500,000 | |
| | OPS | Upgrade to Digital Airgauge PCL 40 units @ 90K | 3,600,000 | - | 3,600,000 | |
| | OPS | Universal Petroleum Pipe (UPP) Piping for 16 sites @ 1.5 M | 32,000,000 | - | 32,000,000 | |
| | OPS | Fabrication of Mountable Metal Box for POS | 1,200,000 | - | 1,200,000 | |
| | OPS | Calibration and pressure testing works -20 leased sites | 4,000,000 | - | 4,000,000 | |
| | OPS | Signage Stations (MIDs) | 5,000,000 | - | 5,000,000 | |
| | OPS | LED lighting at the stations- 15 @ 0.75M each | 11,250,000 | - | 11,250,000 | |
| | OPS | Tools- Plate compactor, tool boxes, ladders, workshop bench | 4,650,000 | - | 4,650,000 | |
| | OPS | Supply of Various Class of Fire Extinguishers | 600,000 | - | 600,000 | |
| | HR | Television set for depots | 270,000 | - | 270,000 | |

| CLASS | DPT | ASSET DESCRIPTION | DOWNSTREAM | UPSTREAM | TOTAL |
|--------------------------------|------|---|-------------------|-------------------|--------------------|
| | HR | Shredder | 60,000 | - | 60,000 |
| | HR | Fridge & Microwave for depots | 80,000 | - | 80,000 |
| | HR | Airconditioner for depots | 50,000 | - | 50,000 |
| | ICT | Communications Equipment- Customer Service centre | 1,000,000 | - | 1,000,000 |
| | SHEQ | Work Control Equipments | 250,000 | - | 250,000 |
| | SHEQ | Breathiliser | 150,000 | - | 150,000 |
| | SHEQ | Installation of body security scanners | 3,500,000 | - | 3,500,000 |
| | S&M | 30 FuelcardTerminals @ USD 783 each | 2,067,120 | - | 2,067,120 |
| | S&M | 30 Fuel card Terminal Batteries @ USD 145 each | 369,750 | - | 369,750 |
| | S&M | 30 Battery chargers | 318,750 | - | 318,750 |
| | S&M | SP55 Data Card Printer | 200,000 | - | 200,000 |
| | S&M | Fabricated Mountable Metal boxes for POS Terminals + Installation | 1,600,000 | - | 1,600,000 |
| | E&P | Stereo Zoom Microscope | - | 1,000,000 | 1,000,000 |
| | E&P | UV- handheld lamp | - | 820,000 | 820,000 |
| | E&P | Drill press with diamond-edge core drills | - | 2,400,000 | 2,400,000 |
| | E&P | Trim saw with a diamond blade | - | 3,600,000 | 3,600,000 |
| | E&P | Large slab saw with a diamond | - | 7,500,000 | 7,500,000 |
| | E&P | Core preservation heating tank | - | 600,000 | 600,000 |
| | E&P | Core Gamma Logger (portable) | - | 1,500,000 | 1,500,000 |
| | E&P | Spare blades and drill Bits (set) | - | 250,000 | 250,000 |
| | E&P | Heat shrink + gauzes (1.05"+1.5") | - | 130,000 | 130,000 |
| | E&P | Core Trays | - | 2,000,000 | 2,000,000 |
| | E&P | 3590 Tape drive | - | 720,000 | 720,000 |
| | E&P | Purchase of NDC III Project High end workstation (2) | - | 4,860,000 | 4,860,000 |
| | E&P | 2592 tape drive | - | 900,000 | 900,000 |
| | E&P | LTO6 Tape drives | - | 450,000 | 450,000 |
| | E&P | Magnetotelluric (MT meter) | - | 216,000 | 216,000 |
| | E&P | Magnetometer | - | 4,500,000 | 4,500,000 |
| | E&P | 3590/92 tapes | - | 1,080,000 | 1,080,000 |
| | E&P | LTO6 Tapes | - | 27,000 | 27,000 |
| | E&P | Wen design and system integration | - | 900,000 | 900,000 |
| | E&P | Network attached 50TB storage Server - NDC Phase III | - | 10,800,000 | 10,800,000 |
| | E&P | Brunton Compass | - | 215,000 | 215,000 |
| | E&P | Geological Hammer | - | 19,200 | 19,200 |
| | | | 74,715,620 | 44,487,200 | 119,202,820 |
| NEW BUSINESS AND OTHERS | | <u>Expansion</u> | | | |
| | OPS | New Generators 10pcs @ 1.5m | 15,000,000 | - | 15,000,000 |
| | OPS | Pumps 50pcs @ 0.7M | 35,000,000 | - | 35,000,000 |
| | OPS | Upgrade Works of Loading Gantry & Backloading line | 55,000,000 | - | 55,000,000 |
| | | <u>Product Development: LPG</u> | | | |
| | OPS | Purchase of 60 LPG Display cages @ 90k | 5,400,000 | - | 5,400,000 |
| | OPS | Purchase of 5 LPG Display Sheds | 7,500,000 | - | 7,500,000 |
| | OPS | Purchase of LPG tanks at customer sites | 16,900,000 | - | 16,900,000 |
| | OPS | LPG Skid and mini depots 2 @ 16M each | 32,000,000 | - | 32,000,000 |
| | OPS | LPG Plant at NNT Phase 2 (20% of Cost) | 88,000,000 | - | 88,000,000 |
| | | <u>Product Development: Lubricants</u> | | | |
| | OPS | Oil Display Racks- 40 @ 60K | 2,400,000 | - | 2,400,000 |
| | OPS | Lubes Canopies 1 | 3,000,000 | - | 3,000,000 |
| | OPS | Oil Drain, Greasing guns, CC cans, Mechanic tool kits | 6,374,760 | - | 6,374,760 |
| | OPS | Express Oil centres 5 @3m | 15,000,000 | - | 15,000,000 |
| | OPS | Moveable vehicle Ramp 20 @ 0.2 M | 4,000,000 | - | 4,000,000 |
| | OPS | Modern Lubrication equipment to 5 service stations | 2,500,000 | - | 2,500,000 |
| | | <u>New Business: Alternative business</u> | | | |
| | OPS | Stations complete rebuilds-Magongo & Ol kalao-Phase 2 | 94,400,000 | - | 94,400,000 |
| | OPS | Stations complete rebuilds-Nrb West,Mutindwa &Muito | 308,000,000 | - | 308,000,000 |
| | OPS | Stations partial rebuilds-Sagana | 22,000,000 | - | 22,000,000 |
| | OPS | Tyre Centres 6 @ 0.25M | 1,500,000 | - | 1,500,000 |
| | OPS | Restaurant upgrade 3 @ 1 M | 3,000,000 | - | 3,000,000 |
| | OPS | ATM 2 @ 0.5 M | 1,000,000 | - | 1,000,000 |
| | OPS | Delmonte Shop Partnership 1 @ 0.5 M | 500,000 | - | 500,000 |
| | OPS | Convinient Shops 6 @ 0.5 M | 3,000,000 | - | 3,000,000 |
| | OPS | Automated Car wash 2 @ 10M each | 20,000,000 | - | 20,000,000 |
| | OPS | Bill boards (Large, Small) | 8,400,000 | - | 8,400,000 |
| | OPS | Pharmacy Construction 6 @ 1M | 6,000,000 | - | 6,000,000 |
| | | <u>New Business: Consumer & Industrial</u> | | | |

| CLASS | DPT | ASSET DESCRIPTION | DOWNSTREAM | UPSTREAM | TOTAL |
|-----------------------|-----|---|----------------------|--------------------|----------------------|
| | S&M | Fabrication & Installation of Above Ground Storage Tanks | 33,800,000 | - | 33,800,000 |
| | S&M | Fuel Oil storage tanks 100m3 @ 6M | 6,000,000 | - | 6,000,000 |
| | S&M | Consumer pumps - single 15 @ 0.7M | 10,500,000 | - | 10,500,000 |
| | S&M | Consumer pumps - single 10@ 0.5M | 5,000,000 | - | 5,000,000 |
| | | <i>Station capacity enhancement</i> | | | |
| | | <i>Depot acquisition / construction</i> | | | |
| | | <i>Stations</i> | | | |
| | OPS | Station Automation 12 @3m | 36,000,000 | - | 36,000,000 |
| | OPS | Underground Product Tank Enhancement Works 10 @ 2.6M | 26,000,000 | - | 26,000,000 |
| | OPS | Undercanopy Concrete Works Upgrade 6 @ 0.8M | 4,800,000 | - | 4,800,000 |
| | OPS | Full fledged stations With Business Complex | 95,000,000 | - | 95,000,000 |
| | OPS | Full fledged stations at Kenyatta University unicity Phase 2 | 46,700,000 | - | 46,700,000 |
| | S&M | Project Kanga, Land acquisition & Construction & Leases | 653,123,059 | - | 653,123,059 |
| | | | 1,672,797,819 | - | 1,672,797,819 |
| MOTOR VEHICLES | | | | | |
| | HR | MD's official Car | 6,000,000 | - | 6,000,000 |
| | HR | GM Pool car | 6,000,000 | - | 6,000,000 |
| | | | 12,000,000 | - | 12,000,000 |
| BUILDINGS | | | | | |
| | OPS | Toilets for 5 stations @ 0.7M each | 3,500,000 | - | 3,500,000 |
| | | | 3,500,000 | - | 3,500,000 |
| PPP | | | | | |
| | E&P | Block 14T seismic work | | 119,075,747 | 119,075,747 |
| | MD | Consultancy services for Phase 2 of the development of the National Oil Transformation Plan | 60,000,000 | 15,000,000 | 75,000,000 |
| | MD | Transaction Advisory Services to fundraise for back in participation interest in producing blocks | - | 100,000,000 | 100,000,000 |
| | | | 60,000,000 | 234,075,747 | 294,075,747 |
| | | | | | |
| | | GRAND TOTAL | 1,975,891,589 | 287,732,947 | 2,263,624,536 |
| | | | | | |

| NATIONAL OIL CORPORATION | | | | | |
|---|----------------------|----------------------|----------------------|------------------------|-------------------|
| FINANCIAL POSITION (BALANCE SHEET) | | | | FORM 5 | |
| FIGURES IN KSHS '000' | | | | | |
| | Actual 30.06.2011 | Actual 30.06.2012 | Actual 30.06.2013 | Forecast 30.06.2014 | Budget 30.06.2015 |
| ASSETS | | | | | |
| Non Current Assets | | | | | |
| 1 Land and Buildings-Investment Property | 9,167 | 9,917 | 9,567 | 9,567 | 9,567 |
| 2 Plant & Equipment | 1,190,942 | 2,815,178 | 3,127,980 | 3,804,183 | 5,377,561 |
| 3 Intangible Assets | 89,280 | 55,744 | 51,854 | 21,965 | 60,934 |
| 4 Prepaid lease rentals | 924,572 | 191,431 | 195,877 | 150,040 | 20,771 |
| 5 Block 14 T | | | 265,479 | 255,890 | 374,966 |
| 6 Deferred Tax Asset | 93,044 | 34,656 | 119,727 | 119,727 | 119,727 |
| 7 Total Non-Current assets | 2,307,004 | 3,106,928 | 3,770,484 | 4,361,373 | 5,963,526 |
| Current Assets | | | | | |
| 8 Inventories | 2,450,381 | 2,871,011 | 3,052,919 | 2,161,476 | 2,200,005 |
| 9 Accounts Receivable | 380,515 | 1,083,597 | 1,049,546 | 546,706 | 510,677 |
| 10 Prepayments/Fixed Deposits | - | 206,629 | 633,602 | 31,862 | 31,862 |
| 11 Cash & Bank Balances | 248,571 | 221,036 | 386,719 | 871,553 | 611,238 |
| 12 Total Current Assets | 3,079,467 | 4,382,273 | 5,122,785 | 3,611,597 | 3,353,783 |
| 13 TOTAL ASSETS | 5,386,471 | 7,489,201 | 8,893,270 | 7,972,970 | 9,317,309 |
| Financed by: | | | | | |
| 14 Share capital(Paid Up) | 532,000 | 532,000 | 532,000 | 532,000 | 532,000 |
| 15 Share premium | 1,183,000 | 1,183,000 | 1,183,000 | 1,183,000 | 1,183,000 |
| 16 Capital awaiting share allotment | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 |
| 17 Revenue Reserves(Profit & Loss account) | (20,316) | 590,861 | 1,065,494 | 1,201,389 | 1,365,086 |
| 18 Proposed Dividend | | 24,889 | - | 68,616 | 70,156 |
| 19 Total Shareholders equity | 2,194,684 | 2,830,750 | 3,280,494 | 3,485,006 | 3,650,242 |
| Non-Current Liabilities | | | | | |
| 20 Deffered Income Liability | 259,595 | 384,432 | 554,098 | 497,156 | 382,092 |
| 21 SBM & CSR Funds | - | 640,000 | 44,110 | 41,110 | 41,110 |
| 22 MOE HQ Construction Fund | 640,000 | 322,095 | 638,031 | 323,268 | - |
| 23 Block 14T Fund | | | 235,757 | 235,757 | 345,244 |
| 24 E&P Capacity Building Fund | | | 437,000 | 293,646 | 69,083 |
| 25 Long Term Borrowing | 656,323 | 3,644 | 195,693 | 59,716 | 1,585,657 |
| 26 Total Non Current Liabilities | 1,555,918 | 1,350,171 | 2,104,689 | 1,450,653 | 2,423,187 |
| Current Liabilities | | | | | |
| 27 Accounts Payable | 492,716 | 1,121,405 | 1,224,249 | 722,097 | 680,372 |
| 28 Short term Borrowings | 1,143,153 | 2,090,224 | 2,261,893 | 2,217,190 | 2,463,286 |
| 29 Statutory Obligations- Current Tax Liability | - | 96,651 | 21,945 | 98,024 | 100,223 |
| 30 Dividends Payable | - | | | | - |
| 31 Total Current Liabilities | 1,635,869 | 3,308,280 | 3,508,087 | 3,037,311 | 3,243,880 |
| 32 TOTAL EQUITY & LIABILITIES | 5,386,471 | 7,489,201 | 8,893,270 | 7,972,970 | 9,317,309 |
| Ratios | | | | | |
| i) Current Ratio | 1.88 | 1.32 | 1.46 | 1.19 | 1.03 |
| ii) Debt to Assets Ratio | 0.33 | 0.28 | 0.28 | 0.29 | 0.43 |
| ii) Debt to Equity Ratio | 1.45 | 1.65 | 1.71 | 1.29 | 1.55 |
| iv) Total Assets Turnover | 0.21 | 0.26 | 0.35 | 0.26 | 0.26 |
| v) Return on Assets | 0.05 | 0.06 | 0.04 | 0.04 | 0.04 |

| NATIONAL OIL CORPORATION CASHFLOW STATEMENT FIGURES IN KSHS '000' | | FORM 6 | | |
|---|---|---------------------|-----------------------|--------------------|
| | | Actual 2012/2013 | Forecast 2013/2014 | Budget 2014/2015 |
| Cashflows from Operating Activities | | | | |
| 1 | Operating Surplus/Net Income | 220,967 | 302,535 | 334,075 |
| 2 | Add back Depreciation & Amortization | 200,056 | 350,342 | 382,650 |
| 3 | Decrease/(Increase) in trade and other receivables | (540,991) | 1,104,579 | 36,028 |
| 4 | (Increase)/Decrease in Inventories | 609,249 | 891,444 | (38,529) |
| 5 | Increase/(Decrease) in trade, other payables and provisions | 554,602 | (502,152) | (41,725) |
| | Increase/(Decrease) in Trade finance | (417,368) | (187,847) | 121,095 |
| 6 | Interest paid | (319,767) | (52,626) | (359,201) |
| 7 | Corporation tax paid | (44,860) | (21,945) | (98,024) |
| 8 | Net Cash from operating Activities | 261,888 | 1,884,330 | 336,371 |
| Cashflows from Investing Activities | | | | |
| 9 | Purchase of Non-Current Assets | (822,737) | (941,231) | (1,984,804) |
| 10 | Interest Received | - | - | - |
| 11 | Proceeds from sale of Non-Current Activities | - | - | - |
| 12 | Net cash generated from (Used in) Investing Activities | (822,737) | (941,231) | (1,984,804) |
| Cashflows from Financing Activities | | | | |
| 13 | Repayment of Long Term Borrowings | - | - | - |
| 14 | Proceeds from Long Term Borrowings | (7,496) | 59,794 | 2,010,142 |
| 15 | Dividends/Surplus Paid | (78,972) | - | (68,616) |
| 16 | Deferred Income | 208,790 | 80,870 | (115,064) |
| 17 | Revaluation Reserves | (622) | | |
| 18 | CSR Projects | 3,204 | (3,000) | |
| 19 | MOE HQ Construction Fund | - | (452,575) | (323,268) |
| 20 | Block 14T Fund | 235,757 | - | 109,487 |
| 21 | E&P Capacity Building Fund | 437,000 | (143,354) | (224,563) |
| 22 | Net Cash generated from (Used in) Financing Activities | 797,662 | (458,265) | 1,388,118 |
| 23 | Increase/(Decrease) in Cash and Cash Equivalents | 236,813 | 484,834 | (260,315) |
| 24 | Cash and Cash Equivalents at beginning of year | 149,906 | 386,719 | 871,553 |
| 25 | Cash and cash Equivalents at end of year | 386,719 | 871,553 | 611,237 |
| 26 | Overdraft Limit(As approved by Government) | 200,000 | 600,000 | 2,600,000 |