



# الدوقم الاقتصادية ECONOMIST

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A quarterly magazine issued by the Public Authority  
for Special Economic Zones and Free Zones

## New factories boost the manufacturing drive in the Sultanate of Oman



**Dr. Khamis Al Jabri:**  
Economic diversification  
and fiscal sustainability  
are among the top  
priorities of Oman  
Vision 2040



**Eng. Saeed Al Mawali:**  
RO 3.3 billion is the  
volume of investments  
in the logistics sector



## Words of Wisdom

Since furnishing a proper investment and commercial environment constitutes a fundamental pillar in the country's development, we have instructed the government to provide more advantages, extend competitive incentives and establish a supportive environment for investments in order to facilitate business doing, ensure the diversification of our national economy, achieve sustainable growth and provide more employment opportunities across various economic and service sectors, so that the country could become an attractive investment destination and be more integrated into the global economic system. To achieve this integration, our government has sought to build a large network of ports, free zones, special economic zones and integrated industrial zones. It also extended support for innovation and entrepreneurship programmes and investment funds, both national and joint funds shared with Arab and friendly countries.

Royal Speech

**HM Sultan Haitham bin Tarik**

– May Allah protect and preserve him –



The World FZO is the largest international umbrella body for entities operating and regulating free zones worldwide, with over 1,600 members from more than 140 countries

## Journey of Investments and Promising Opportunities

The authority focuses on strengthening the green economy through renewable-energy and sustainable-industry projects, including solar energy, wind energy, and green and blue hydrogen initiatives.

Imagine a land that breathes opportunities and pulses with innovation. In the Sultanate of Oman, special economic zones, free zones, and industrial cities unfold like vibrant canvases of progress, illustrating how ambition and vision can create a prosperous economic future. This landscape, overseen by the Public Authority for Special Economic Zones and Free Zones, witnessed in 2025 a new chapter of economic achievements that reinforce Oman's position as a key driver of the national economy and a regional magnet for investments.

By mid-year, the cumulative committed investment in these zones reached RO 22 billion, an increase of 9.4% over the previous year, while additional investment exceeded RO 1.049 billion. On the authority's investment project pipeline, 196 proposed investment concepts stand out, with a combined value of US\$ 91 billion, reflecting global investor confidence in Oman's business environment.

Yet, the story does not end with numbers—it begins with the sun and the wind. Renewable-energy projects, green and blue hydrogen, and value-added industrial clusters form the active chapters of Oman's transformation toward sustainability. With the continuous development of infrastructure—from ports and airports to advanced logistics facilities—these zones resemble an open smart city ready for investment.

Across various regions, specialized industrial clusters continue to emerge, offering raw materials, financing solutions, and real-estate support. From the aluminum cluster in Sohar to cold-chain infrastructure in Duqm and the industrial gypsum cluster in Shaleem, each project narrates a new dimension of integration and opportunity.

With the launch of new projects in Ibri and Al-Rawdha, the chapter of accomplishments expands further to reach all governorates across the Sultanate, supported by digital transformation initiatives, where digital-service maturity achieved 28% out of 30%, ensuring a seamless and direct investor experience.

It is impossible to overlook the human element—the hero of this story. In 2024, 2,127 Omanis were hired, bringing the total national workforce in the zones to more than 30,000 employees, with an Omanization rate of 38.2%. This confirms that the future of investment in Oman is grounded in the strength of its national talent.

In a new milestone, the promulgation of the Special Economic Zones and Free Zones Law through Royal Decree No. (38/2025) simplifies procedures and introduces competitive incentives, positioning Oman as a regional and global hub for investment and trade.

This is the story of 2025—not merely a tale of statistics, but a clear vision of the future: a diversified, sustainable economy and thriving investment destinations that affirm to the world that Oman is a land of promising opportunities, where visions take shape as realities on the ground.

**Editorial Team**





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### The Economy in the Al Busaid State

Dr. Ahmed bin Humaid Al-Toubi - Researcher in Omani History

Since the establishment of the Al Busaid State in 1744, the economy has been regarded as a fundamental pillar of governance. Imam Ahmad bin Sa'ud, founder of the dynasty, paid close attention to the Port of Muscat, where commercial activity flourished significantly. He established commercial relations with the Indian kingdoms and the French island of Mauritius. Muscat continued to prosper during the reigns of Imam Ahmad bin Sa'ud's successors, becoming the wealthiest port in the Arabian Gulf. In the final decade of the 18th century, Gulf trade passing through Muscat accounted for five-eighths of total regional commerce.

**Omani Merchants' Expansion into the African Interior**

Sayid Sa'ud bin Sa'ud encouraged trade, leading Omani merchants deep into the African interior and the Great Lakes region. The first Arab caravan reached the Kingdom of Buganda Lake (Uganda) in 1802. Omani traders were among the first to establish commercial centers across East Africa.

**Attention to Agriculture**

The Al Busaid State prioritized agriculture beginning in the reign of Imam Ahmad bin Sa'ud, who expanded the state's agricultural system. Sayid Sa'ud bin Sa'ud strengthened agriculture in Zanzibar and its dependencies, introducing olive cultivation and new crops such as mango, papaya, orange, and rice.

**Growth of Maritime Activity and Customs Revenues**

Maritime activity expanded significantly during the reign of Sultan Sa'ud bin Sa'ud, when Omani vessels sailed from Soqatra to the Indian Ocean and the Arabian Gulf. Sultan Sa'ud bin Sa'ud personally supervised customs, nearly doubling revenues. He also used the copper Bana, indicating economic growth.

**Development of Economic Sectors**

During the reign of His Majesty Sultan Qabus bin Sa'ud — may Almighty Allah rest his soul in peace — Oman underwent a significant economic transformation, especially in oil, gas, infrastructure, industry, and tourism development. Industrialization began with the establishment of Rasaf Industrial City, followed by several industrial cities, free zones, and special economic zones. The economy grew dramatically between 1970 and 2015, averaging 14% annual growth, expanding 203-fold, and multiplying per capita income by 40 times.

**Economic Sectors**

- Oil and Gas Sector**
  - Comprehensive support for the oil and gas sector to serve as the primary source of national revenue. On this, the Ministry of Oil and Gas, the National Oil Company (NOC) in 1982, and the National Petroleum Company (NPC) in 1987, were established.
  - Development of major projects and expansion of the oil sector.
  - Development of major projects and expansion of the oil sector.
  - Development of major projects and expansion of the oil sector.
- Trade and Industry Sector**
  - Support of domestic and international trade.
  - Expansion of infrastructure to facilitate the movement of agricultural and industrial products.
  - Development of major projects and expansion of the oil sector.
  - Development of major projects and expansion of the oil sector.
- Agriculture and Fisheries Sector**
  - Efforts to attract national food self-sufficiency.
  - Encouragement of exporting surplus agricultural products.
  - Utilization of fisheries as a key component of the national economy.
- Tourism Sector**
  - Investing attention to tourism development.
  - Development of Madinat Al-Fan, the National Museum, and the National Library, and the National Archives and Library.
- A Renewed Legacy and an Economy Shaping the Future**
  - The Al-Busaid State demonstrated that economic growth and development can be achieved through a combination of trade, commerce, and agriculture.

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# OPAZ Board Approves Regulations for Al-Wadi Al-Kabir Industrial City



## Muscat -

The Board of Directors of the Public Authority for Special Economic Zones and Free Zones (OPAZ) held its fourth meeting of 2025, chaired by H.E. Sheikh Dr. Ali bin Masoud Al-Sunaidi, Chairman of the Board.

The Board approved the regulations governing Al-Wadi Al-Kabir Industrial City, administered by the Public Establishment for Industrial Estates (Madayn), with the aim of enhancing service infrastructure and improving services provided to investors and industrial projects.

The Board approved amendments to the regulatory bylaws of the Salah Free Zone to make them more flexible and attractive to investors, contribut-

The Board approved amendments to the regulatory bylaws of the Salah Free Zone to make it more flexible and attractive to investors, and endorsed the organizational structure of the Special Economic Zone at Duqm.

The Board also approved the draft executive regulations of the Law of Special Economic Zones and Free Zones and the implementing decisions.

ing to economic development in the area.

The Board also approved the draft executive regulations of the Law of Special Economic Zones and Free Zones, along with the implementing decisions, with the aim of updating the regulatory and legal framework of special economic and free zones in line with economic developments and investment requirements.

Furthermore, the Board approved the project to restructure companies affiliated with the Oman Investment and Development Holding Company (Mubadrah) for the years 2025–2027, and endorsed the organizational structure of the Special Economic Zone at Duqm (SEZAD).

# OPAZ Launches Its Fragrance Identity and Sonic Identity

## Muscat -

The Public Authority for Special Economic Zones and Free Zones has launched its fragrance identity and sonic identity, in a step aimed at enhancing sensory experiences for its employees, partners, investors, and visitors, while strengthening their emotional connection with the Authority's brand. This initiative forms part of a broader sensory identity that reflects the Authority's vision, mission, and values, and contributes to showcasing its institutional personality in an innovative manner.

### Fragrance Identity

The fragrance identity was developed through a collaborative process involving Authority employees, who participated in opinion surveys and interactive work-

shops that included staff, investors, and visitors. Participants shared their experiences and impressions to help select the Authority's signature fragrance, which is composed of a blend of lavender, mandarin, frankincense, guaiac wood, a variety of flowers, amber, sandalwood, Omani frankincense, patchouli, cedarwood, and leather notes. The resulting fragrance evokes the scents that once filled ancient trade markets, serving as a historical symbol reflecting the legacy of economic exchange among civilizations, and representing the identity of commercial souqs and the trade of aromatic goods that carried fragrances and tastes across distant lands.

### Sonic Identity

The sonic identity was designed to convey positivity and optimism, drawing inspiration from authentic Omani rhythms

that reflect the cultural and dynamic diversity of these regions. Modern musical elements were integrated to highlight the Authority's investment-driven approach and forward-looking vision. The sonic theme merges traditional Omani rhythms with a contemporary global feel, incorporating musical notes from instruments such as the oud, qanun, nay, guitar, and strings, enhanced with orchestral touches, along with recurring melodic motifs symbolizing sustainability and continuous growth.

This project strengthens the integrated corporate identity of the Public Authority for Special Economic Zones and Free Zones, combining emotional expression with sensory experience, and presenting a modern image aligned with the Authority's aspirations to be an attractive destination for regional and international investment.




**Asyad Group**

is honored to extend its warmest greetings and sincerest wishes to His Majesty **Sultan Haitham bin Tarik** on the occasion of the sixth anniversary of His Majesty's Accession to the Throne. May the Almighty Allah save and protect His Majesty and the People of Oman.

**23 Zones under OPAZ Supervision...**

**Special Economic, Free, and Industrial Zones Attract Strategic Investments and Achieve Sustainable Growth in 2025**

**Muscat -  :**

Special economic, free, and industrial zones supervised by the Public Authority for Special Economic Zones and Free Zones (OPAZ) recorded remarkable achievements in 2025, driven by business-enabling initiatives, foreign and domestic investment attraction, infrastructure development, renewable energy expansion, and green economy projects. The zones also sustained progress in digital transformation and institutional integration, reflecting their active contribution to the objectives of Oman Vision 2040.

**Operational Efficiency and Institutional Integration**

H.E. Eng. Ahmed bin Hassan Al Dheeb, Deputy Chairman of OPAZ, affirmed that the Authority performs its supervisory mandate through an integrated model centered on operational efficiency and coordination with public and private entities to ensure sustainable growth across all special economic, free, and industrial zones. He added that OPAZ regularly updates its regulatory frameworks to align with global economic trends and meet investor requirements.

He further emphasized that OPAZ seeks to strengthen integration between zones, ports, airports, and industrial cities to create a fully interconnected logistics ecosystem that enhances Oman's position as a regional hub for trade, industry, and services. Current efforts focus on improving the business

environment through a one-stop-shop system and expanding strategic partnerships with the private sector.

**Supporting Renewable Energy and Green Industries**

H.E. Eng. Ahmed bin Hassan Al Dheeb highlighted that OPAZ places strong emphasis on renewable energy, green industries, and value-added chains while empowering national talent across sectors, thus increasing the contribution of these zones to the national

GDP. Ongoing megaprojects in Duqm, Sohar, Salalah, and Khazaen represent effective public-private partnerships and sustainable investment practices.

**Development Plans for New Zones in Ibri and Al-Rawdah**

He explained that the issuance of two Royal Decrees establishing the Ibri Special Economic Zone in Al-Dhahirah Governorate and the Al-Rawdah Special Economic Zone in Mahdha, Al-Buraimi Governorate, reflects the Sultanate of Oman's strategic direction toward economic diversification and the leveraging of geographic and economic advantages enjoyed by both governorates. These zones fall under Royal Decree No. (38/2025), which grants the Public Authority for Special Economic Zones and Free Zones (OPAZ) full regulatory authority under an integrated legislative framework, enabling the development of investment environments that are more attractive to local and foreign businesses and enhancing Oman's competitiveness regionally and globally.

He added that OPAZ is currently preparing comprehensive development plans for the new zones in Ibri and Al-Rawdah to establish them as promising destinations capable of attracting high-value investments that contribute to balanced development among governorates. He further noted that the upcoming phase will witness the launch of new initiatives in industrial innovation, digital transformation, and the enhancement of quality of life within OPAZ-managed areas.



**H.E. Eng. Ahmed Al Dheeb:**

**OPAZ performs its supervisory role through an integrated approach focused on operational efficiency and coordination with public and private entities, ensuring sustainable development.**

### Private Sector, Investment Promotion, and International Cooperation

The cumulative committed investment volume reached RO 22 billion by the end of the first half of 2025, resulting from the signing of (138) usufruct contracts across various economic sectors and zones.

Added investment during the same period amounted to (RO 1,049 billion), with (49%) concentrated in Sohar Free Zone due to major agreements, most notably an agreement for the Shorouk Solar Project exceeding (RO 200 million), and another agreement valued at more than (RO 230 million) with Zhongke Xinzong for the production of battery anode materials.

Khazaen Economic City accounted for (23%) of the added investments following the signing of several agreements, including one with Muscat Changming Investment Company to establish an integrated Chinese industrial complex at a value exceeding (RO 140 million).

Furthermore, the Special Economic Zone at Duqm (SEZAD) experienced increased investment driven by the signing of an agreement to establish a

digital-currency mining center valued at (RO 20 million).

The issuance of the Special Economic Zones and Free Zones Law under Royal Decree No. (38/2025) represents a strategic milestone in enhancing Oman's investment attractiveness, as it streamlines licensing procedures through a one-stop-shop system, provides tax and customs incentives, and enables freehold ownership for strategic real estate projects.

Investment promotion efforts also expanded through (29) domestic and international engagements held during the first half of 2025, including key events such as the Oman-India Forum and the Oman-Africa Forum, in addition to visits by international business and investment delegations.

OPAZ also continued to advance renewable and green energy initiatives through strategic partnerships, including a cooperation agreement with OQ Alternative Energy on energy efficiency and an agreement with ACME Group (India) to expand the ACME green hydrogen project in Duqm.

Additionally, the negotiations platform registered (196) projects under study across OPAZ-managed zones with an estimated investment value of (USD 91 billion).

### Economic Diversification and Fiscal Sustainability

OPAZ's efforts in developing special economic, free, and industrial zones fall within its contribution to achieving the national priority of economic diversification and fiscal sustainability under Oman Vision 2040, as these zones contribute to strengthening the logistics, trade, industrial, and services sectors, attracting local and foreign investments, supporting private-sector empowerment, and building a more sustainable and competitive economy.

Remarkable progress has been re-



corded across the zones. In the Integrated Economic Zone in Al-Dhahirah, the Oman-Saudi consortium has commenced infrastructure works for primary roads and stormwater drainage, in addition to issuing tenders for the dry port, veterinary quarantine, and the EZAD Square administrative, commercial, and services complex. The zone has also received approval to apply the regulations of the Special Economic Zones and Free Zones Law under Royal Decree No. (105/2025).

At the Special Economic Zone at Al-Rawdah, feasibility and design studies have been completed, and the zone is currently in the process of analyzing tender documents, which include a tender for stormwater drainage works and a tender for consultancy services related to construction supervision. OPAZ also signed a usufruct agreement with Mahdha Development Company, a joint Oman-UAE partnership represented by DP World, to develop and operate the first phase of the zone. Under the usufruct agreement, the developer is granted 14 km<sup>2</sup> in the first phase, expandable to 25 km<sup>2</sup> according to the submitted development plan.

At the Muscat International Airport Free Zone, progress has reached (50%), with most land reclamation work completed and construction underway for

entry gates, customs facilities, and the allocation of plots for ready-built warehouses.

Meanwhile, Madayn continues developing new industrial cities and has completed preliminary studies for Madha, Suwaiq, Mudhaibi, and Thumrait, bringing the total number of zones under OPAZ's supervision to (23) zones, of which (16) are operational and 7 are under development).

### Labor Market and Employment

The Employment Governance Committee at OPAZ is responsible for monitoring the implementation of strategic employment objectives in the special economic, free, and industrial zones, as well as developing and overseeing the execution of employment policies and increasing Omanisation rates across all operating projects. In 2024, OPAZ succeeded in employing (2,127) Omanis in projects operating within the zones under its supervision, bringing the number of Omani workers in the first half of 2025 to more than (30) thousand workers, with an Omanisation rate of (38.2%), out of a total workforce exceeding (79) thousand workers, including service providers operating within the zones.

### Environment and Natural Resources

OPAZ focuses on the priority of environmental protection and natural re-

source sustainability by implementing pioneering renewable energy and green product projects in special economic and free zones. The Special Economic Zone at Duqm has attracted a number of projects, while others remain under negotiation, including the Hyport Duqm consortium, which aims to produce green hydrogen, the AMNAH consortium, and the Shell Blue Horizon project for blue hydrogen, in addition to a pilot project to supply transportation with green hydrogen. Sohar Free Zone is also witnessing investment initiatives in solar energy and polysilicon production. These projects reflect OPAZ's commitment to the green economy and emissions reduction, and reinforce its role in transforming its zones into attractive platforms for clean energy and sustainable investments. To date, (26%) of the Falcon Green Steel Project and (17%) of the ACME Renewable Energy Project in the Special Economic Zone at Duqm have been completed.

### Governance of the State Administrative Apparatus, Resources, and Projects

OPAZ has worked to empower the zones under its supervision to provide one-stop-shop services directly to investors, as the number of new commercial registrations in these zones reached (2,243) during the first half of 2025. Furthermore, (476) public service licenses, (1,479) economic activity permits, and (129) building permits were issued. Investment applications received totaled (519), while the number of work permits issued reached (6,344). In addition, (1,558) field inspections were carried out in the areas of health, safety, security, and environment, along with the issuance of (572) environmental approvals and permits.

### Digital Transformation

In terms of digital transformation, OPAZ achieved an advanced maturity level of (28%) in digital services out

of a total score of (30), according to the Digital Excellence Assessment for the first half of 2025. The Authority is implementing a number of major projects, most notably the development of the Central Investor Services Platform, which was launched on 28 July 2025, and whose first phase covered the Special Economic Zone at Duqm, Salalah Free Zone, and Khazaen Economic City.

The project aims to provide government and operational e-services across special economic, free, and industrial zones, and represents a strategic step toward enhancing digital readiness to attract more investments and improve the investment environment by simplifying and automating procedures. Additionally, OPAZ continues to upgrade several other platforms and has automated (14) internal and external services during the first half of the year.

As part of institutional excellence, OPAZ is also sustaining its efforts through a set of qualitative initiatives aimed at enhancing operational efficiency and adopting international standards and specifications in quality management across its operational processes.

### Five-Year Plan

In this context, OPAZ has progressed with the preparation of its Five-Year Plan (2026-2030) through a participatory approach that integrates national priorities with proposals from employees and partners across special economic, free, and industrial zones. The plan seeks to identify priorities for the coming phase, including attracting more investments, expanding renewable energy projects, supporting digital transformation, and enhancing quality of life in OPAZ-managed zones. In parallel, OPAZ is preparing the Operational Plan for 2026 to ensure alignment of programs and initiatives with Oman Vision 2040 objectives and to strengthen its role as a key enabler of sustainable economic development.

The cumulative committed investment volume reached RO 22 billion by the end of H1 2025, reflecting a growth of (9.4%) compared to the same period in 2024.


OPAZ achieved an advanced digital services maturity level of (28 out of 30), according to the Digital Excellence Assessment

The investment-tracking platform recorded (196 projects) under negotiation across all zones, with a total investment value estimated at (USD 91 billion)





Duqm Economic Forum highlights leadership in growth and sustainability  
**Showcased the available opportunities and reaffirmed global confidence in Duqm as an integrated tourism and investment destination**

Duqm - 

The Duqm Economic Forum 2025 participants stressed during the panel discussions the role played by the Special Economic Zone at Duqm (SEZAD) in promoting sustainable economic development and diversifying investment sources, with special attention given to improving lifestyle quality and creating an integrated investment environment that combines work, housing, and services.

They noted that Duqm has become a comprehensive model that brings together industry, energy, tourism, and a modern urban community, affirming that existing projects and future investments represent a competitive advantage for the Sultanate of Oman and support its efforts to achieve Oman Vision 2040 and net zero goals by 2050.

Participants explained that Duqm stands out with promising opportunities in integrated tourism, green manufacturing, sustainable industries, and smart cities powered by artificial intelligence, in addition to its potential to attract talent and develop communities, making it an appealing environment for both investors and residents.

During the Duqm Economic Forum 2nd edition, hosted by the Public Authority for Special Economic Zones and Free Zones (OPAZ) from 27-28 October 2025 under the theme 'Duqm Leading Change,' the SEZAD seen the signing of three strategic agreements and two



**Ali Al Sunaidy:**  
**Revealed studies to develop 16 kilometres of the waterfront and to implement a new coastal road**

**Pointed out that Duqm has recently witnessed a rapid demographic transformation, with more than 600 families of employees in existing projects moving there, along with major international companies**

memoranda of understanding (MoUs). The forum attracted wide attention locally and internationally, featuring more than 400 participants, 54 speakers, and 12 session moderators, including 23 international experts and 19 experts from Oman representing over 50 nationalities.

The forum, which addressed three main themes, integrated tourism and lifestyle development, green manufacturing and renewable industries, and smart cities supported by artificial intelligence and digital innovation, also saw the participation of CEOs and a number of investors, reflecting Oman's commitment to diversifying its economy and strengthening international partnerships in line with Oman Vision 2040.

Over the course of two days, the forum's sessions were marked by active engagement from participants, evident

in the exchange of questions, ideas, and perspectives, enriching discussions and contributing to the sharing of experiences and insights.

**Project growth and exploring opportunities**

The opening of the forum was held under the patronage of H.E. Sultan bin Salim Al Habsi, Minister of Finance, who affirmed that the event comes in support of Oman's direction to stimulate project growth and explore investment opportunities in sectors with competitive advantage, such as manufacturing, green industries, and clean energy, including green hydrogen, in addition to the logistics sector.

His Excellency explained that the government continues to enhance investment attractiveness by providing incentives and facilities for serious investors in Duqm, the economic zones, and other industrial cities. He noted the formation of a specialised governmental negotiation team under the Investment Sector

at the Ministry of Commerce, Industry and Investment Promotion, tasked with expediting approvals and resolving challenges faced by major investors.

H.E. Al Habsi emphasised that the Special Economic Zone at Duqm represents an integrated environment for work and living, and is one of the largest economic zones in the Middle East, covering an area of more than 2,000 square kilometres, supported by advanced infrastructure that strengthens Duqm's position as a key driver of economic diversification.

**SEZAD development journey**

Meanwhile, H.E. Sheikh Dr. Ali bin Masoud Al Sunaidy, Chairman of OPAZ, said that the 2nd edition of the Duqm Economic Forum comes at a progressive stage in the development journey of the Special Economic Zone at Duqm, as focus shifts from the construction of factories and energy projects to enhancing quality of life and building an integrated community that combines work,

**Sultan Al Habsi:**  
 Affirmed that Duqm provides an integrated environment combining work, living, and the foundations of sustainable growth

**Confirmed that the government continues to enhance investment appeal by offering incentives and facilities to serious investors in Duqm, the economic zones, and industrial cities**

housing, and services.

He explained that the 1st edition of the forum focused on major industries and infrastructure, while this second edition highlights Duqm as both an industrial project and an integrated destination, where the features of a modern city combining industry, energy, and urban life are taking shape. He noted that over the past two years, the area has seen significant progress in the implementation of factories and traditional and renewable energy projects, many of which have reached advanced stages of construction and operation.



# Duqm Economic Forum 2025 "Duqm Leading Change"

- Over 50 nationalities
- Over 400 participants
- 9 sessions (4 on Day One, 5 on Day Two)
- 3 strategic agreements and 2 MoUs
- 54 speakers and 12 session moderators
- 23 international experts
- 19 Omani experts
- Future Directives:
  - Development of 16 km of waterfront
  - Construction of the new coastal road
  - Enhancement of quality of life and urban lifestyle
  - Support for Oman Vision 2040 and net zero goals by 2050

status of Duqm reflects Oman's attractive investment environment and the efforts of OPAZ to stimulate investments and attract capital.

Akaak pointed out that the SEZAD Strategy (2026-2030), launched in March 2025, aims to enhance the zone's capacity and potential to attract investment, positioning Duqm as the strategic destination of choice for renewable energy and sustainable industries. The strategy seeks to provide broad business opportunities while contributing to tourism development and the improvement of lifestyle quality.

He explained that the Duqm Economic Forum 2025 showcased the diverse and vast capabilities that make Duqm a fast-growing city, an emerging destination for coastal tourism and resorts, a hub for next-generation manufacturing industries, and a centre for innovation and economic transformation.

He emphasised that the cumulative investments in Duqm clearly demonstrate global investor confidence in the zone as a high-value destination for sustainable growth and real opportunities. He added that the forum's discussions offered insight into Duqm's rich potential and distinctive competitive advantages, describing the event as a platform for future cooperation and shared success.

### Branding role in tourism

Andrew Michael Payne, Global Creative Director at Interbrand Group, delivered the keynote speech at the forum, highlighting the importance of branding and its role in shaping national and tourism identities. He noted that many countries have built their own identities because a strong identity endures for decades.

He pointed out that there are numerous opportunities to showcase Oman's capabilities, which qualify it to lead as a premier tourism destination in the region. Oman's tourism sector, he added, has now developed its own distinctive identity, a unique experience that has been praised by the UN Tourism, particularly given Oman's authentic national character and natural assets.

Payne stated that the Sultanate of Oman enjoys greater potential than any

free zones from areas of work only into integrated living environments that combine industry, housing, services, and entertainment. He added that this approach is what makes Duqm distinct from thousands of other free zones around the world.

### Growing economic prominence at Duqm

Eng. Ahmed bin Ali Akaak, CEO of SEZAD, said in his welcoming remarks at the forum that the zone has succeeded over the past years in affirming its economic and tourism presence both locally and internationally. He noted that committed investments in the zone had risen by mid-2025 to more than OMR 6.3 billion, recording a growth of 5.3% compared to the same period last year, and an increase of 71.8% over the level recorded at the end of 2022, which stood at OMR 3.68 billion.

He added that the growing economic

H.E. Al Sunaidy added that Duqm has recently experienced a rapid demographic transformation, with over 600 families of employees in existing projects relocating to the area, alongside international institutions and major companies that are now focusing on improving lifestyle quality and services, including housing, home ownership, hotel development, and tourism facilities along the beaches.

The Chairman revealed that detailed studies are under way for the development of 16 kilometres of Duqm's waterfront, with planning works being prepared in cooperation with international companies and experts. In addition, the new coastal road is being implemented to enhance connectivity between the tourism and industrial facilities.

H.E. Al Sunaidy affirmed that Duqm's development vision is aligned with global trends that seek to transform



other country in the region and is well on its way to becoming the most renowned destination. He affirmed that the Sultanate of Oman is capable of becoming the leading sustainable destination in the Middle East, adding that "now is the time for our ambitions to reach the skies, for the Sultanate of Oman and Duqm possess the means to achieve this vision."

### Strategic agreements and partnerships

The forum seen the signing of several key agreements, including a strategic partnership agreement between OQ Trading's Oman Tank Terminal Company (OTTTCO) and the Netherlands-based Royal Vopak. The agreement was signed by Ashraf bin Hamed Al Mamari, Group CEO of OQ, and Chris Robblee, CEO of Vopak.

This partnership involves investment in the development and operation of petroleum and chemical storage facilities in the Special Economic Zone at Duqm, with future expansion plans into green ammonia and green hydrogen projects, reinforcing Oman's position as an international logistics hub and supporting its drive toward economic diversification and clean energy.

Commenting on the agreement, Eng. Salim bin Marhoon Al Hashmi, Executive Director of OTTCO, said the deal represents a strategic step that strengthens Duqm's position as a competitive global economic zone and contributes to building an integrated energy ecosystem capable of keeping pace with the global shift toward more interconnected and sustainable systems.

He explained that the establishment of the new joint venture, with OTTCO holding 51% and Vopak holding 49%, marks a qualitative leap in the development and operation of advanced storage and export facilities in Duqm, designed to meet the needs of global energy flows.

Another strategic partnership agreement was signed between Energy Development Oman (EDO) and Japan's Sumitomo Corporation. The agreement was signed by Mazen bin Rashid Al Lamki, CEO of EDO, and Masahiro Yoshimura, General Manager of Sumitomo Corporation. The agreement aims to establish and manage a specialised company for energy-sector supply chain management, as part of a joint strategic project in Oman.

The forum also saw the signing of a memorandum of understanding between the Special Economic Zone at Duqm, the Oman Company for the Development of the Special Economic Zone (Tatweer Duqm), and Al Abrar Real Estate, a subsidiary of the Al Siyabi International Group, to develop an integrated tourism, residential, and commercial project in Duqm. The MoU was signed by Eng. Ahmed bin Ali Akaak, CEO of SEZAD; Eng. Abdullah Al Wahaibi, CEO of Tat-

weer; and Sheikh Salim bin Ali Al Siyabi, Chairman of Al Abrar Real Estate.

A further strategic partnership agreement was concluded between Marafiq CUC Duqm Company and the German University of Technology in Oman (GUtech). Under the agreement, Marafiq will fund the construction of a social complex for utility services in Duqm, while GUtech will carry out the construction using 3D-printing technology and manage and operate the complex over the long term once completed. The agreement was signed by Yusra bint Hamad Al Busaidi, Chief Financial Officer of Marafiq CUC, and Abbas bin Hamdan Al Ajmi, Assistant Deputy Rector for Administration and Finance at GUtech.

In addition, a memorandum of understanding was signed between Port of Duqm Company and Japan's Nippon Yusen Kabushiki Kaisha (NYK Line) to enhance strategic cooperation between the two parties in maritime transport and port infrastructure development, further strengthening Duqm Port's role as a central maritime and logistics hub in the region. The MoU was signed by Reggy Vermeulen, CEO of Port of Duqm, and Yuji Otsuka, General Manager of the Dry Bulk, Energy, and Business Coordination Division at NYK Line.

### Extensive sessions and discussions

The first day of the forum included four sessions that featured extensive discussions with the participation of a distinguished group of government officials, decision-makers, investors, business leaders, academics, and economic experts from around the world.

The 1st session, titled 'Unlocking Opportunities,' discussed how these achievements have shaped the competitive advantage in the Sultanate of Oman, as Oman Vision 2040 and the carbon neutrality goal by 2050 direct investments towards promising sectors including renewable energy, tourism, manufacturing, logistics, fisheries, digital networks, and the development of national talent.

The 2nd session, titled 'Duqm Experience, Shaping New Narrative for Luxury and Adventure Tourism,' highlighted Duqm's potential to become a global destination for travellers seeking conscious luxury and thrilling adventures. It also discussed emerging opportunities in developing sustainable resorts, high-end eco-tourism, marine and desert adventures, and immersive cultural experiences. The speakers addressed the infrastructure, investments, and partnerships required to achieve this ambition, as well as the challenges of balancing conservation with development, creating exceptional personal experiences, and achieving the highest standards of luxury.

**Featured nine sessions discussing investment and tourism opportunities in Duqm**

**Speakers emphasised that Duqm's unique location and efficient infrastructure enable it to set new standards for smart urban living**

**Seen the signing of several agreements in tourism development, investment partnerships, supply chains, and the establishment of a social complex using 3D-printing technology**

**Reflected the Sultanate of Oman's commitment to economic diversification and strengthening international partnerships in line with Oman Vision 2040**





His Excellency Dr Khamis Al Jabri, Chairman of the Oman Vision 2040 Implementation Follow-up Unit, told **الدعم**:

## Economic diversification and fiscal sustainability are among the top priorities of Oman Vision 2040

Muscat - **الدعم**:

His Excellency Dr Khamis bin Saif Al Jabri, Chairman of the Oman Vision 2040 Implementation Follow-up Unit, affirmed that economic diversification and fiscal sustainability represent two of the most prominent strategic priorities of the Vision, noting that they constitute the path that guides the work of economic sectors toward achieving the Vision's ambitious objectives.

In his interview with **الدعم**, His Excellency explained that the Unit follows up on the implementation of the Vision through a comprehensive system that integrates precise planning, effective execution and continuous monitoring, ensuring that the objectives of Oman Vision 2040 are translated into tangible results on the ground.

He pointed out that the Unit prepares performance indicator scorecards for government entities and links them to the Vision's objectives, activates coordination platforms and ministerial committees to enhance cooperation among entities, and issues periodic reports reflecting progress in the Vision's indicators, thereby enhancing transparency and enabling society to monitor achievements and challenges across various sectors. More details in the following interview:

### Roles and mandates of the Unit

*At the outset, Your Excellency, what are the key roles and mandates of the Oman Vision 2040 Implementation Follow-up Unit within the Vision's framework? How do these efforts contribute to achieving Oman Vision 2040?*

The Oman Vision 2040 Implementation Follow-up Unit was established by Royal Decree No. (100/2020) issued on 18 August 2020. It reports to the Council of Ministers and follows up on the work carried out by government and quasi-government entities, as well as the roles of various state sectors related to the implementation of the Vision's programmes, each within its respective mandate.

The Unit also provides the necessary support and appropriate solutions to challenges facing these entities, while ensuring integration among them, enhancing cooperation, and enabling them to develop their services and improve quality in accordance with approved principles. This is alongside monitoring and achieving excellence, and instilling a culture of innovation and total quality management principles in line with best administrative practices.

### Integration of planning and implementation systems

*Over the past five years, the Unit has sought to build a comprehensive monitoring system. What is*

*the nature of this system, and how does it ensure integration between planning and implementation?*

The Unit adopts a comprehensive work system that combines precise planning, effective execution and continuous monitoring to ensure the achievement of targets. The Vision has identified a set of international and national indicators to measure progress in implementing its directions and objectives, which are reviewed periodically to ensure their effectiveness and responsiveness to changes.

The Unit developed the "Entity Indicator Scorecard" in cooperation with government entities to define target percentages for each indicator within clear timeframes, in line with the objectives of the Tenth Five-Year Plan. A unified model was also prepared for planning entities' annual programmes and initiatives in a manner that serves the Vision.

This is in addition to preparing government entities to work with indicator mechanisms and transferring the necessary knowledge to develop implementation plans, as well as establishing Vision offices and ensuring their understanding of the roles required of them. These offices form the technical link between entities and the Oman Vision 2040 Implementation Follow-up Unit. The Unit has also developed a set of national pro-

grammes to address interim challenges and launched enabling programmes.

*The Unit's periodic reports Within the comprehensive framework of Oman Vision 2040, there is a track for escalation and core reports. What are these reports, and how do they contribute to effective monitoring?*

The Unit prepares a set of periodic reports (weekly, monthly, quarterly and annual), which are divided into two types.

The first type is escalation reports, which include reports submitted to the Royal Court and to the Council of Ministers to address specific challenges, as well as reports submitted to committees affiliated with the Council of Ministers to address challenges related to particular Vision priorities, in addition to dashboard reports measuring the performance indicators of national programmes and initiatives.

The second type consists of core reports, such as the periodic Vision report, through which progress in achieving the targets of Oman Vision 2040 and its national and international indicators is monitored, along with challenges that may face implementation processes, tracking local and international developments, and linking these developments to the Vision's directions. The reports

also monitor improvements in Oman's rankings in international indicators.

*Vision offices and ensuring plan quality Your Excellency, what is the importance of having dedicated offices to follow up on the implementation of Oman Vision 2040 within government entities?*

Vision offices are responsible for following up and ensuring that various entities implement their roles in achieving the Vision's targets. They serve as the link between government entities, the Oman Vision 2040 Implementation Follow-up Unit, and relevant stakeholders.

A total of 64 offices have been activated. The Unit prepared a structural model for these offices, defining their mandates and working mechanisms. These offices ensure the quality of Vision-related plans, prepare reports on programmes and initiatives linked to the Vision, provide support, and address and escalate challenges facing Vision-related initiatives and programmes.

*Linking indicators within the Vision document How are entities' indicators and*

*performance efficiency assessed?*

Target scorecards for government entities were prepared and linked to the indicators contained in the Vision document. Coordination platforms with entities were established, and participation in ministerial committees has resulted in initiatives to address challenges. These indicators play a role in identifying gaps and improving performance through workshops and labs conducted by the Unit.

*Community participation track From the perspective of community participation and transparency, how has the Unit ensured that society is kept informed about the levels of implementation of Oman Vision 2040?*

The Oman Vision 2040 Implementation Follow-up Unit has maintained active and continuous engagement with society through multiple tracks within the Vision's communication programme. Foremost among these is the general communication track, which aims to introduce the Vision, its priorities and national initiatives, and the "We Progress with Confidence" track, which highlights the efforts of government entities and

Vision partners in implementing targets through projects and initiatives that support progress toward achieving the Vision's objectives.

We also placed particular focus on the community participation track, which targets specific segments of society with the aim of involving them in solution-making, developing initiatives, and raising awareness of the role each individual can play in supporting the national transformation journey.

Engagement extended to broader national programmes and initiatives, including the Vision Partners Programme, which in its first phase targets the private sector to enhance integration and partnership in achieving the Vision's objectives. The Unit also participated with

One of the most notable achievements is the establishment of a database for projects under negotiation in economic, free and industrial zones, comprising 180 projects by the end of 2024.

Oman Vision 2040 has identified a set of national and international indicators to measure progress in implementing its directions and objectives, which are reviewed periodically to ensure their effectiveness





There is full alignment between the Vision and the Eleventh Five-Year Plan, supporting the knowledge economy, technology and innovation as core pillars of development.

The Private Sector, Investment and International Cooperation priority seeks to establish an effective private sector that leads a competitive economy integrated with the global economy.

the General Secretariat of the Council of Ministers in major national forums such as the “Together We Progress” Forum, which represents a key platform for dialogue between society and government and for highlighting the shared role in achieving national priorities.

At the governorate level, the Unit implemented the “All of Oman” initiative, which toured various governorates to introduce the Vision, promote continuous improvement and service simplification, support decentralisation, and empower governorates to play their developmental role.

In terms of transparency and disclosure, the Unit continues to issue periodic Vision reports that monitor progress in the priorities and indicators of Oman Vision 2040. The latest of these was the Fourth Periodic Report (2024–2025), which reviewed the efforts of government entities and Vision partners, highlighted

achievements and improvements in Vision indicators, and included a simplified version written in clear and accessible language to enable all segments of society to review and follow implementation efforts—thereby enhancing public trust and reflecting the continuous development of the monitoring and implementation system.

**Effective indicators toward Vision targets**

*The latest report recorded advanced and positive levels for approximately 75% of Oman Vision 2040 indicators. What are the most notable of these indicators?*

The Fourth Periodic Report for 2024/2025 provides a more detailed and accurate picture of efforts to achieve the Vision’s targets, along with an analysis of its indicators, which recorded 74% progress toward achieving the 2030 and

2040 targets.

The report included 28 indicators that made progress, two indicators that improved slightly, four indicators that declined, and three indicators that achieved their targets. In this edition, the Unit focused on highlighting effective indicators.

For example, Oman improved its ranking in the Global Innovation Index from 74th in 2024 to 69th in 2025.

In the Economic Freedom Index, Oman’s score increased from 62.9 in 2024 to 65.4 in 2025, although it ranked 58th globally.

Oman jumped 94 places in the latest reading of the Environmental Performance Index for 2024, achieving a global ranking of 55th (second in the Arab world), compared to 149th in 2022.

Oman’s ranking in the Corruption Perceptions Index also improved after three consecutive years of decline, rising by 20 places

to rank 50th globally out of 180 countries in 2024, compared to 70th in 2023.

These improvements reflect the continuous enhancements and efforts undertaken by entities across all sectors.

**Vision priorities**

*Your Excellency, among the Vision’s priorities are economic diversification, fiscal sustainability, the private sector, investment and international cooperation. What are the most prominent indicators and achievements in these areas, and what aspirations are sought by the end of the Vision’s timeframe?*

Economic diversification and fiscal sustainability are among the most important priorities of the Vision, as they guide the direction of economic sectors toward creating a diversified and sustainable economy based on technology, knowledge and innovation, with integrated and competitive frameworks capable of absorbing industrial revolutions and achieving fiscal sustainability.

Among its key indicators is the contribution of the private sector to GDP, which measures the contribution of non-oil sectors. This indicator recorded sustainable growth during the period 2022–2024, reaching 72.5% by the end of 2024—the highest recorded contribution of non-oil sectors. Data also indicate that the manufacturing sector achieved growth of 7.5%.

The ratio of non-oil revenues to GDP (at current prices) reached 8.5% in 2024, compared to 8.66% in 2023.

Numerous efforts and achievements

were recorded under this priority, including work carried out in economic, free and industrial zones during 2024 and 2025, such as the commencement of construction works in the Muscat International Airport Free Zone and the tendering of infrastructure works for the first phase of the Special Economic Zone in Al Dhahirah Governorate.

The Private Sector, Investment and International Cooperation priority seeks to establish an enabled private sector that leads a competitive economy integrated with the global economy. Foreign direct investment in 2024 increased by 18.0% compared to 2023, rising from RO 25.5 billion to RO 30.1 billion by the end of 2024. This increase in FDI inflows accounted for 11.1% of GDP.

One of the most notable achievements was the establishment of a database for projects under negotiation in economic, free and industrial zones, which included 180 projects by the end of 2024, with an estimated value of USD 90 billion.

Total foreign direct investment in economic, free and industrial zones reached approximately RO 1.93 billion, according to the 2022 Economic Survey, including RO 1.517 billion in manufacturing, RO 317.7 million in construction, and RO 36.8 million in mining and quarrying.

**Strategic projects**

*How do strategic projects contribute to supporting the Vision’s indicators?*

Strategic projects are among the most important drivers translating the targets of Oman Vision 2040 into tangible results

on the ground. These projects are not developed in isolation from indicators; rather, they are designed from their early stages to directly support the desired transformation across each national priority.

They contribute to enhancing Vision indicators by raising economic efficiency, improving service quality, stimulating innovation, empowering the private sector, creating high-quality job opportunities, upgrading infrastructure, and attracting investments. Each strategic project is linked to a clear set of national and international indicators to measure its impact, monitor progress, and ensure alignment with the targets of implementation plans and enabling programmes.

**The Vision and the Eleventh Five-Year Plan**  
*Is there alignment between Oman Vision 2040 and the five-year development plans to avoid duplication and ensure integration?*

Yes, there is full alignment between the Vision and the Eleventh Five-Year Plan, which focuses on the knowledge economy, technology and innovation—core elements of the Vision’s directions. The flexibility of the Vision also allows for the introduction of programmes to address emerging challenges, thereby enhancing the effectiveness of implementation plans.





## Inauguration of 9 Factories at Sohar Industrial City with Investments of Approximately RO 40 Million

### Sohar - :

Nine factories were inaugurated at Sohar Industrial City, affiliated with OQ Group, as part of the "Ladayn" Plastics Industries Programme, with total investments amounting to approximately RO 40 million.

The inauguration ceremony was held under the auspices of His Excellency Sheikh Dr Ali bin Masoud Al Sunaidy, Chairman of the Public Authority for Special Economic Zones and Free Zones (OPAZ), who was briefed on project models covering the manufacture of three-layer food packaging, packing and packaging bags, dairy and confectionery packaging materials, plastic pigments and compounds, as well as plastic products for the medical sector and polypropylene yarns.

The inauguration marks the entry of these factories into full commercial production, reflecting progress in the localisation of downstream manufacturing industries and reinforcing the Sultanate of Oman's position as a growing industrial hub, in line with the objectives of Oman Vision 2040.

The "Ladayn" Programme is the first of its kind in the Sultanate, linking polymer production at OQ's industrial complexes with downstream manufacturing industries in industrial cities, special economic zones and free zones. The programme aims to convert locally produced materials

into high-value-added finished products, support economic diversification, stimulate private sector growth, and empower small and medium enterprises (SMEs).

The total investment value of the inaugurated projects stands at approximately RO 40 million, comprising RO 20.5 million in local investments and RO 19.1 million in foreign direct investments. The factories are expected to generate around 200 direct job opportunities, in addition to hundreds of indirect jobs through supply chains and services linked to the plastics industry. They will also open wider opportunities for SMEs to integrate into industrial value chains and enhance their competitiveness.

Ashraf bin Hamad Al Mamari, Group

**RO 20.5**  
million in local investments and RO 19.1 million in foreign direct investments

Chief Executive Officer of OQ, affirmed that selecting Sohar Industrial City as the launch platform for the programme reflects its importance as a hub for advanced polymer industries in the GCC. He noted that the integration between OQ, OPAZ, the Ministry of Commerce, Industry and Investment Promotion, and industrial partners represents a practical model of public-private sector partnership.

Meanwhile, His Excellency Dr Saleh bin Said Masan, Undersecretary of the Ministry of Commerce, Industry and Investment Promotion for Commerce and Industry, stated that the new factories represent a qualitative addition to the industrial sector, enhance the competitiveness of national industries locally and regionally, and support innovation in packaging and container industries serving the food and consumer sectors, as well as high-quality medical products. He added that these projects will also support the food industries, packaging accessories, and industrial products for daily use.

The "Ladayn" Programme represents an integrated platform to strengthen the localisation of downstream manufacturing industries, increase the added value of locally produced polymers, and open new export opportunities. This contributes to consolidating Sohar's position as an advanced industrial platform capable of competing globally, while reinforcing the Sultanate of Oman's standing as a leading industrial hub in the region.

## Opening of the Sugar Refinery Factory at Sohar Port with Investments Exceeding RO

**150** Million



### Sohar - :

The Oman Sugar Refinery (OSR) factory was inaugurated at Sohar Port and Freezone as the first project of its kind in the Sultanate of Oman within the food industries and food security sector, with investments exceeding RO 150 million and a production capacity of up to one million tonnes per annum of refined sugar.

The project is established on an area of 20 hectares within Sohar Port, where it has successfully completed the trial operation phase and achieved Category Two standards in accordance with European specifications, in preparation for a gradual transition to commercial operation by January 2026. The factory relies on an advanced European refining system that enhances production efficiency and ensures high quality throughout all stages of manufacturing.

The factory's production capacity is supported by extensive storage infrastructure, including 500,000 tonnes of raw sugar and 70,000 tonnes of refined sugar, strengthening the Sultanate of Oman's ability to consolidate its position as a regional hub for the processing, distribution, and re-export of sugar, in addition to meeting part of the requirements of the local market.

The project contributes to the development of the industrial ecosystem at Sohar Port and Freezone by supporting the national food security strategy, enhancing integration between port operations, free zones, and industrial supply chains, as well as providing expansion opportunities for downstream industries, particularly in the food sector.

The inauguration ceremony was held under the patronage of His Excellency Sultan bin Salim Al Habsi, Minister of Finance, in

**The project covers an area of 20 hectares, with the factory's production capacity reaching one million tonnes per annum of refined sugar**

**The factory adopts an advanced European refining system that contributes to enhancing production efficiency and ensuring high quality across all stages of manufacturing**

transferring knowledge and building national capabilities, while adhering to food quality and safety standards and environmental sustainability requirements.

For his part, Eng. Salim bin Abdullah Al Ghafeeli, Director General of Food Security at the Ministry of Agricultural, Fisheries and Water Resources, affirmed that the sugar refinery factory comes within the national directions to localise food processing industries and reduce reliance on external imports, thereby contributing to achieving food stability, enhancing supply chain efficiency, and ensuring the sustainable availability of essential food commodities.

He added that the project represents a model for integration between industrial investment and national objectives, strengthening the Sultanate of Oman's ability to address global food-related challenges and reinforcing the concept of self-sufficiency, noting its alignment with the objectives of Oman Vision 2040 in the areas of food security and sustainable economic development.

In turn, Eng. Khalid bin Salim Al Qassabi, Director General of Industry at the Ministry of Commerce, Industry and Investment Promotion, stated that the inauguration of the factory embodies a practical application of the objectives of the industrial strategy by localising value-added downstream industries and linking them to the advanced logistics infrastructure provided by ports and free zones. He explained that the selection of Sohar Port reflects confidence in the investment and industrial environment offered by the Sultanate, stressing the continued support for high-quality projects that employ advanced technologies and enhance Oman's position as a regional hub for food and export-oriented industries, in line with Oman Vision 2040.

# RO 3.3

Minister of Transport, Communications and Information Technology to **الدقم**:

**billion in logistics sector investments — achieving over 130% of the 2025 investment target**



H.E. Eng. Saeed bin Hamoud Al Mawali

## Muscat - **الدقم** :

His Excellency Eng. Saeed bin Hamoud Al Mawali, Minister of Transport, Communications and Information Technology, affirmed that the transport and logistics sector in the Sultanate of Oman has been witnessing a qualitative transformation and accelerated growth in recent years. This growth is driven by the phased and systematic implementation of Oman Logistics Strategy 2040 — one of the key pillars of Oman Vision 2040 — which aims to establish the Sultanate as a global logistics hub and a pivotal gateway for regional and international trade.

In an exclusive interview with **الدقم**, His Excellency stated that the sector has achieved a number of notable milestones in recent years, including expanding port handling capacity. Omani ports recorded significant growth in cargo throughput, alongside infrastructure upgrades in key ports such as Salalah and Sohar. Major progress has also been made in smart mobility and digital transformation through initiatives such as the “National Electric Charging Network” and on-demand mobility services in Muscat Governorate, in addition to enhancing digital services via the “Naql” platform.

H.E. explained that the Omanisation rate in transport, logistics, and road construction rose to 23% by 2025, reflecting efforts to empower national talent. He highlighted that Logistics Day 2025 witnessed the signing of 18 investment agreements exceeding RO 100 million. Meanwhile, total investments in the logistics sector reached RO 3.3 billion — achieving more than 130% of the 2025 investment target. Agreements for financing investment projects were also signed to support SMEs and strengthen their role in the sector.

Regarding contribution to GDP, His Excellency noted that the transportation and storage sector contributed 5.8% in 2024, rising to nearly 6% by mid-2025. Imports reached RO 13.2 billion by the end of September 2025, while re-exports

stood at RO 1.2 billion, marking an 8% increase over the previous year.

### Port Performance Indicators

The Minister of Transport, Communications and Information Technology stated that the indicators recorded by Omani ports reflect the scale of commercial and logistics activity, confirming the continuous development of the logistics sector and its ability to strengthen the Sultanate of Oman’s position as a regional hub for transport and logistics services. His Excellency explained that statistics for 2025, compared to 2024, showed significant growth across various indicators.

The total number of containers handled exceeded 4.7 million TEUs from January to the end of November, marking an increase of 19.9%. More than 12,000 vessels were received during the same period, representing a 10.1% rise compared to the corresponding period of 2024. Mean-

**Oman’s transport and logistics sector witnesses qualitative transformation and accelerated growth**

**The transportation and storage sector contributed around 6% to the GDP by mid-2025**

**Omanisation rate in the transport, logistics, and road construction sector reaches 23% by 2025**

**Increasing Salalah Port capacity from 4.5 million TEUs to 6 million TEUs**

**An integrated package of development and operational projects to enhance port efficiency and readiness**

while, the total volume of cargo exceeded 131 million tonnes, achieving a growth rate of 4.6% from January to the end of November 2025 compared to the same period in 2024. Port revenues also increased to RO 20.9 million, reflecting clear growth in revenues generated from operational activities and logistics services.

His Excellency further noted that Salalah Port recorded a growth rate of 29.3% in the number of containers handled from January to the end of November 2025 compared to the same period in 2024, following the completion of the container terminal upgrade project. This upgrade contributed to raising the port’s handling capacity from 4.5 million to 6 million TEUs, in addition to a notable rise in the volume of cargo handled, which positively impacted the overall growth of port activity.

He added that Duqm Port also achieved a significant increase of 24% in cargo volume handled from January to the end of November 2025 compared to the same period in 2024. This reflects the accelerating pace of commercial activity at the port and confirms the growing role of ports in supporting the development of the national logistics sector and enhancing its competitiveness.

### Railways and Regional Connectivity

H.E. described the Oman–UAE railway project as strategic, noting that overall completion has reached 45%. The route extends from Sohar Port to Abu Dhabi, covering 303 km, with operating speeds of up to 120 km/h for freight trains and 200 km/h for passenger trains, enhancing cross-border transport efficiency.

The project is jointly financed by entities from both countries, including Asyad

Group (Oman) and Etihad Rail (UAE) under the Hafeet Rail partnership. It is expected to significantly enhance logistics cooperation, improve cargo and passenger movement across the GCC, and strengthen economic integration within the framework of Oman Vision 2040.

### Enhancing Land, Maritime, and Air Transport Efficiency

With regard to improving the efficiency of the transport system, His Excellency confirmed that the Ministry of Transport, Communications and Information Technology has worked on developing land transport by enhancing the use of digital platforms and implementing the Integrated Vehicle Monitoring System (IVMS), which enables real-time truck tracking, improves fleet management, and raises safety standards, in addition to enabling regulatory bodies to make decisions based on accurate data.

The ports sector has also witnessed extensive expansion and development efforts, including Sohar Port and Salalah Port, with the aim of enhancing their operational efficiency, as well as the completion of development plans and the new master plan for Shinas Port, with implementation procedures to commence following the signing of the concession agreement, which is currently in its final stages.

His Excellency added that these efforts also include the introduction of advanced operational technologies such as Port

Community Systems (PCS), Integrated Bulk Management Systems (IBMS) for cargo tracking, the application of blockchain technology at Sohar Port, and the implementation of initiatives supporting environmental sustainability, including operating locomotives on bio-diesel and the “Shore Power” project.

His Excellency pointed out that the establishment of the first green ship recycling facility in the Middle East, located in Khatmat Malaha, represents a pioneering project and the first of its kind in the region, with a recycling capacity of up to 70 ships annually and the production of around 2 million tonnes of low-carbon steel. This initiative supports the principles of the circular economy, reduces environmental impact, and strengthens

**“Laila” aircraft project among the most notable initiatives supporting integrated transport and advanced aviation systems**

**National Port Community System project to unify operational systems and procedures, linking ports with airports, border crossings, SEZs, free zones, and industrial cities**

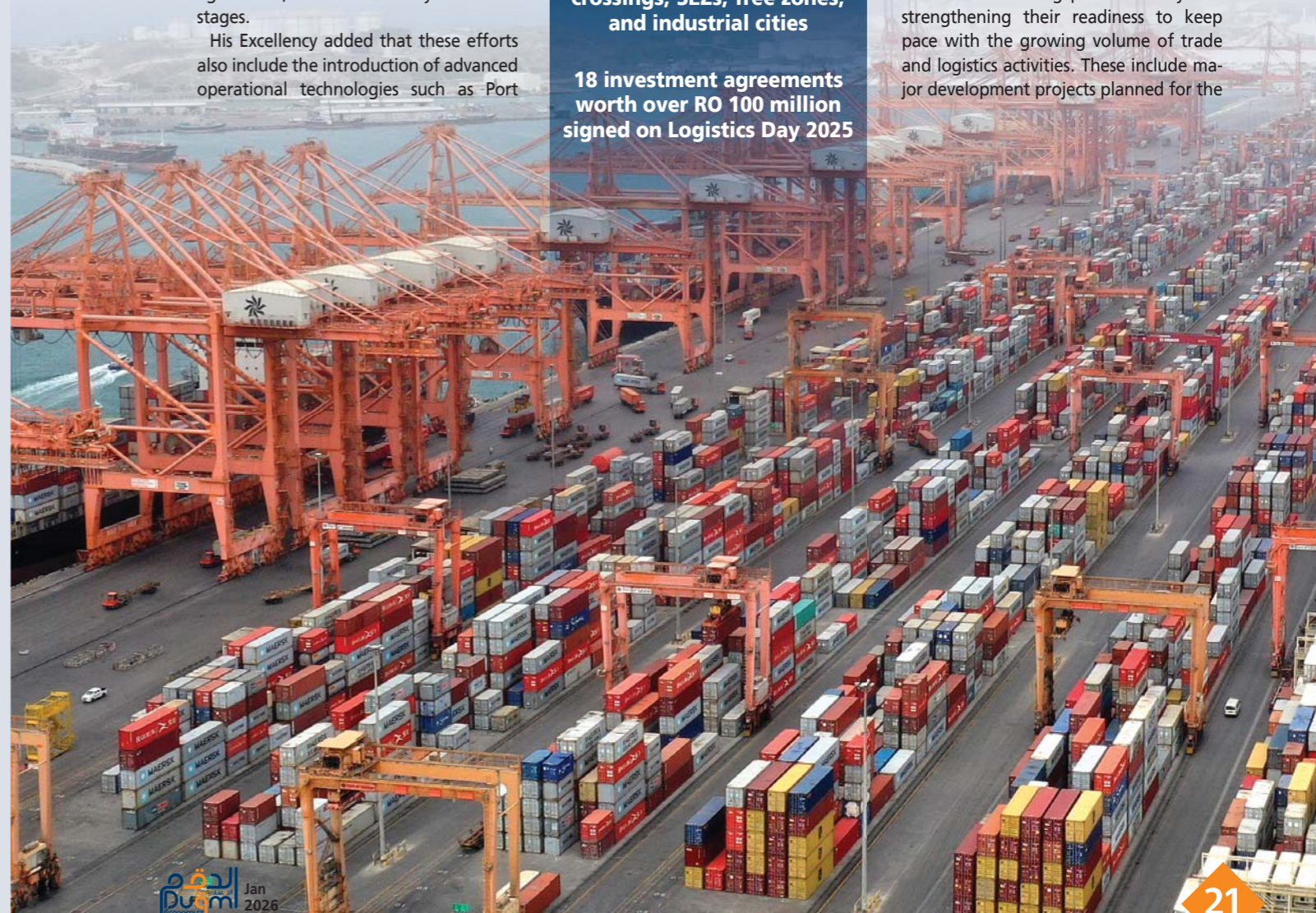
**18 investment agreements worth over RO 100 million signed on Logistics Day 2025**

the Sultanate of Oman’s position as a regional logistics hub for such specialized activities, in addition to completing the integrated marine services ecosystem. Furthermore, the establishment of the first integrated green fuel production facility in the Sultanate of Oman aims to create a base and hub for the production of clean marine fuels (green methanol) in support of the ministry’s vision to develop this sector and enable Oman to become a regional marine fueling hub.

In the aviation sector, His Excellency explained that efforts have focused on expanding air cargo capacity through airport development, enhancing international cooperation by signing bilateral agreements with several countries, including Syria, Yemen, Spain, Kuwait, and Russia, as well as adopting digital platforms and Internet of Things (IoT) technologies to track cargo movement and monitor equipment, contributing to faster goods flow and higher operational efficiency at ports and airports.

### Development Projects and Initiatives

Regarding port development projects and plans to increase handling capacity, His Excellency stated that the ministry is implementing an integrated package of development and operational projects aimed at enhancing port efficiency and strengthening their readiness to keep pace with the growing volume of trade and logistics activities. These include major development projects planned for the





45% completion of the Oman-UAE railway project

ports of Khasab and Shinas, as well as the development of mining facilities and advanced marine services, such as Manji Berth and Shuwaymiyah Berth, in addition to initiatives to improve marine infrastructure and support SMEs operating in the sector. Among these initiatives is the development of Dalkut Port in Dhofar Governorate, where efforts are underway to enhance the port to support commercial and fisheries activity, improve berthing facilities and operational services, in preparation for increasing its efficiency and capacity to handle larger volumes of local cargo and maritime activity.

His Excellency added that the ministry is simultaneously working to enhance the attractiveness of ports for local and foreign investment by launching PPP projects with the private sector, strengthening logistics infrastructure within free zones, and equipping specialized facilities that support cold-chain logistics and smart storage, thereby attracting modern technologies, advanced operational equipment, and improving the quality of maritime services.

He also noted that one of the most prominent initiatives supporting integrated transport is the "Laila Aircraft" project, under the advanced air mobility initiatives, which aims to enhance air transport capabilities and connect various regions with high efficiency, improving passenger and freight services.

This comes alongside airport development and related facilities to meet international and domestic air cargo requirements, as well as enhancing marine tourism by raising the readiness of Port Sultan Qaboos to accommodate cruise ships, which opens investment opportunities for companies operating in tourism services and marine infrastructure, and contributes to supporting and developing the marine tourism sector in the Sultanate of Oman.

#### Green Mobility and Emissions Reduction

Within the framework of Oman's pursuit of net-zero targets, His Excellency explained that the transport sector repre-

sents a key pathway for green transformation, with the Ministry of Transport, Communications and Information Technology leading a comprehensive set of initiatives that go beyond the introduction of electric vehicles and extend to building a fully sustainable support ecosystem.

These efforts include issuing a tender via the Tadweer platform to establish the first integrated electric vehicle maintenance center in Oman, in addition to signing an agreement with the National Green Mobility Company to provide electric rental vehicles and strengthen supporting infrastructure. The ministry is also working on replacing conventional government vehicles with electric ones, developing a smart application to locate and monitor charging stations, preparing a regulatory framework for charging tariffs and operator licensing, as well as drafting a national charging map in collaboration with the public and private sectors, and offering green loans and financing solutions to support investment in this vital sector.

**Road network development to strengthen linkages between governorates, SEZs, free zones, and industrial cities, reducing travel time and facilitating land transport**

**Transport and logistics account for around 20% of total carbon emissions in Oman**

**Adoption of smart systems and digital technologies streamlined procedures, accelerated clearance, and reduced operational time and cost**

**Green mobility incentives since 2023 include 100% exemption of electric vehicles from customs duties and registration fees**

**Agreement worth RO 320 million signed at the GCC Green Mobility Forum**

#### Incentives and Facilitation

To expand the use of electric vehicles, His Excellency stated that the ministry offers a comprehensive package of incentives and facilitation measures supporting this direction, including 100% exemption from customs duties and registration fees, and applying 0% VAT for three years starting 1 July 2023, with the possibility of extension, in an effort to encourage the adoption of clean transportation and advance the shift toward a sustainable and environmentally friendly transport system.

#### The Future of Heavy Transport

His Excellency indicated that efforts also extend to the future of heavy transport, through encouraging the use of hydrogen-powered trucks for long-distance transport and cooperation with automotive agents to offer competitive packages that increase the adoption of electric vehicles. The ministry is working on installing more than 350 public chargers by 2027, with capacities of no less than 120 kW on major roads, as well as implementing fast chargers at border crossings and developing a shore power station at Sohar Port to support sustainable maritime transport.

These initiatives are integrated with plans to develop a multimodal transport system, including rail projects and the Muscat Metro, strengthening the competitiveness of the logistics sector and supporting sustainable development goals.

#### Phases of Net-Zero Carbon

His Excellency explained that the ministry has launched a comprehensive program to reduce carbon emissions in the transport, communications, and information technology sectors, which represent around 20% of total carbon emissions in the Sultanate of Oman. An executive plan has been developed to achieve net-zero carbon emissions through three stages extending until 2050.

The first stage targets a 3% reduction in emissions by 2030, by reaching 25% of newly registered vehicles by 2030, reduc-



ing emissions from heavy equipment by 40%, adopting biofuel in public transport, and converting some port equipment to electric equipment. New mechanisms will also be introduced to contribute to reducing emissions without the need for a full replacement of machinery.

The second stage aims to reduce emissions by 34% by 2040, through the introduction of more than 20,000 new electric vehicles, reaching 66% of total new vehicles, in addition to defining the operational lifespan of public transport fleets, establishing a regional hub for supplying ships with green fuel, and developing bus stations and facilities to install solar panels, while encouraging the use of hydrogen-powered trucks.

The third stage targets a 100% reduction in emissions by 2050, through a complete transition to hydrogen and electric technologies in trucks and heavy equipment, and ensuring that 100% of new light vehicles are electric, in line with achieving the Sultanate of Oman's net-zero goals.

#### Oman Logistics Center

His Excellency also highlighted the role of the Oman Logistics Center, explaining that the center enhances national competitiveness through investment agree-

ments and strategic projects, including the National Port Community System, digital transformation of the logistics sector, market studies to strengthen competitive positioning, and training programs to develop national talent.

The center has restructured the regulation of express delivery services, separating them from postal services, generating added value for consumers, improving service quality, creating 330+ new Omani jobs, and enabling competitive part-time work environments for Omanis.

The center continues to implement future projects aimed at enhancing infrastructure and logistics services, including advanced air mobility, transporting minerals via rail from Thumrait to Salalah, strengthening trade with the Horn of Africa and Central Asia, and establishing transport corridors with Iraq.

The center is also enhancing integration between ports and industrial cities to ensure seamless cargo flow via digital tracking platforms, while attracting global and local companies by developing an integrated investment environment that includes cold storage, modern transport technologies, and SEZ/free zone facilities. Key infrastructure projects include the Khazaen Road, which improves connec-

tivity between logistics projects and ports, enhancing supply chain efficiency and reinforcing Oman's position as a regional logistics hub.

#### Integrated Infrastructure Supporting Vision 2040

His Excellency Eng. Saeed bin Hamoud Al Mawali, Minister of Transport, Communications and Information Technology, concluded by affirming that the ministry is implementing a comprehensive program of initiatives aimed at achieving the highest levels of integration within the national transport ecosystem, in alignment with Oman Vision 2040.

These initiatives include developing the road network to enhance connectivity between governorates, special economic zones, free zones, and industrial cities, facilitating land transport, reducing travel time, and supporting internal supply chain efficiency.

He also highlighted the expansion of digital solutions through the development of logistics operations management systems, most notably the National Transport Operations Tracking System, which enhances coordination among relevant entities, improves operational performance, and strengthens safety and compliance.



With an Investment Exceeding USD 125 Million

## Al Ghaith Chemical Industries Complex Inaugurated at Sur Industrial City



### Sur - :

Sur Industrial City, affiliated with "Ma-dayn," witnessed the inauguration of the Al Ghaith Chemical Industries Complex with a total investment exceeding USD 125 million. The complex is established on an area of 200,000 square meters, making it one of the largest specialized chemical industrial complexes in the Sultanate of Oman and the largest private industrial investment in South Al Sharqiyah Governorate.

The inauguration ceremony was held under the patronage of H.E. Qais bin Mohammed Al Yousef, Minister of Commerce, Industry and Investment Promotion, in the presence of H.E. Sheikh Dr. Ali bin Masoud Al Sunaidy, Chairman of the Public Authority for Special Economic Zones and Free Zones, along with several dignitaries and officials from both the public and private sectors.

Eng. Nasser bin Hamoud Al Mabsali, General Manager of Sur Industrial City, stated that the Al Ghaith Chemical Industries

Complex represents a qualitative addition to the industrial investment ecosystem within the city, as it contributes to enhancing local value creation through the production of specialized chemical materials that support the supply chains of vital sectors such as oil and gas and manufacturing industries. He emphasized that the complex enhances employment opportunities for Omanis, contributes to knowledge transfer, supports industrial innovation, and promotes local production of essential and primary chemical materials.

He added that Sur Industrial City has attracted investments across diverse sectors, with the total current investment value exceeding RO 2.3 billion, reflecting investor confidence in the city's advanced infrastructure and attractive investment environment. He noted that petrochemical industries, chemical industries, food industries, and logistics services are among the most promising sectors, along with energy and petroleum derivatives projects.

He also indicated that the masterplan of the industrial city is currently being redesigned to align with promising investment opportunities. In addition, Sur Industrial City is preparing detailed engineering designs for the infrastructure of a shipbuilding and ship maintenance zone, which will provide new investment opportunities in shipbuilding, repair services, and other related industries. Further investment opportunities are also being offered in the mining and logistics sectors, supported by a package of incentives and facilities.

Fahad bin Issa Al Salhi, Director of Al

Ghaith Chemical Industries (Oman Branch), stated that the complex comprises five main production facilities, including a basic chlor-alkali plant that produces 51,000 tons of liquid caustic soda annually, with an additional capacity under construction that will reach 90,000 tons. He added that the complex also includes a caustic soda flakes production facility with a capacity of 20,000 tons annually, alongside an additional similar capacity currently being developed. The complex further encompasses a hydrochloric acid production plant with an annual capacity of 70,000 tons, with an additional 120,000 tons under construction, in addition to a sodium hypochlorite production unit with a capacity of 15,000 tons annually and a parallel expansion underway. He pointed out that the facility also includes a calcium chloride production plant with a capacity of 40,000 tons, supported by a similar additional capacity under development.

Al Salhi explained that the complex currently includes two industrial units under development: a chlorosilane production plant with an annual capacity of 15,000 tons, which will be the first of its kind in the Middle East and is set to support silicon and solar energy industries, and a carbon dioxide production unit with a capacity of 20,000 tons annually to serve the oil and gas, water, and food sectors.

He emphasized that the complex provides more than 100 job opportunities in its first phase, with the number of Omani employees projected to exceed 175 upon completion of future expansions. He added that the project was designed in accordance with the highest standards of safety and sustainability, serving as a model of industrial integration between the Sultanate of Oman and the United Arab Emirates, given that Al Ghaith Group is among the region's leading industrial companies.



## With a construction cost estimated at RO 36 million Inauguration of a feed factory for livestock and aquatic feed in Khazaen Economic City

### Barka -

The first phase of a factory for the production of livestock and aquatic feed — owned by Oman Bio-Products Company, a subsidiary of Oman Flour Mills — was inaugurated at a construction cost of approximately RO 36 million. The plant is located in Khazaen Economic City in South Al Batinah Governorate. The first phase has an annual production capacity of 48,000 tons of livestock feed and 15,000 tons of aquatic feed, a quantity that will cover a significant share of the local market's needs and provide aquaculture investors with a stable supply model.

The inauguration ceremony was held under the patronage of H.E. Dr. Saud bin Hamoud Al Habsi, Minister of Agricultural Wealth, Fisheries, and Water Resources. The factory offers high-quality local products that help reduce reliance on imported feed, thereby increasing self-sufficiency. It will also contribute to the development of value chains related to the livestock and fisheries sectors.

H.E. Dr. Al Habsi reviewed the production stages, starting from raw materials to the final product, and was briefed on the key technologies used in recycling green agricultural residues. With the completion of the project's three phases between 2027 and 2030, production capacity is expected to increase significantly, enabling the Sultanate of Oman to transform from a major importer of aquatic feed into a competitive producer in regional markets.

The factory relies on recycling green agricultural residues and converting them into high-nutritional-value feed, in line with Oman's direction towards the bio-economy and the use of local resources to reduce costs and dependence on imported production inputs.

The factory will contribute to reducing agricultural waste, generating alternative feed products to imported forage, and supporting livestock and sheep farming projects, in addition to enhancing the sustainability of fish farming.


It keeps pace with the latest developments in animal nutrition and feed manufacturing sciences and provides improved options that help farmers enhance performance and reduce costs.

The factory is operated by an outstanding national workforce, with an Omanisation rate exceeding 95%, reflecting trust in the capabilities of young Omanis and embodying the industrial sector's role in providing high-quality jobs and developing qualified national talent.

**The first phase has a production capacity of 48,000 tons of livestock feed and 15,000 tons of aquatic feed annually**

**The factory employs an outstanding national team, with an Omanisation rate exceeding 95%**



His Excellency Issa bin Hamad Al Azri,  
Secretary-General of the Supreme Judicial Council, to 


## The Investment and Commercial Court accelerates litigation and strengthens investor confidence in the business environment

The Court keeps pace with major economic transformations and adopts an advanced digital system for case management and expedited procedures



### Muscat -

His Excellency Issa bin Hamad Al Azri, Secretary-General of the Supreme Judicial Council, stated that the issuance of Royal Decree No. (35/2025) establishing The Investment and Commercial Court and promulgated its law represents a pivotal milestone in the development of the judicial and economic system in the Sultanate of Oman. He noted that the move reflects an integrated strategic vision that responds to the requirements of the coming phase amid the rapid economic transformations witnessed by the Sultanate.

In his remarks to , His Excellency explained that the establishment of The Investment and Commercial Court comes in response to major economic transformations and aims to create a specialised judicial environment that ensures the swift resolution of commercial and investment disputes. This enhances investor confidence, improves the efficiency of the business ecosystem, and supports the national direction towards economic diversification and the attraction of quality investments.

He pointed out that the main drivers behind establishing the Court stem from the need for a specialised judicial framework capable of handling complex commercial cases related to foreign investment, international trade, and modern contracts, in line with Oman's approach to building a competitive economy. He affirmed that The Investment and Commercial Court seeks to entrench standards of specialised justice, accelerate procedures, and improve the quality of judgments through judges with deep expertise and solid legal backgrounds in the fields of commerce and investment.

His Excellency stressed that the establishment of The Investment and Commercial Court reflects a transition towards a more professional and efficient judicial model based on specialisation, the use of modern technologies, and aligning the judicial system with the practical needs of the nation-

al economy. This contributes to enhancing Oman's international competitiveness and supporting the business environment.

#### Benefits of accelerating litigation procedures

Regarding the expected benefits of expediting litigation procedures, His Excellency indicated that swift adjudication of commercial cases represents one of the most significant gains for the business sector, given its direct impact on improving the investment environment and preventing project delays or the freezing of capital for extended periods.

He explained that reducing litigation timelines has a positive effect on lowering the operational and legal costs borne by companies. He added that the Law of The Investment and Commercial Court regulates litigation timelines to curb prolonged disputes, noting that Article (28) requires cases to be adjudicated within a period not exceeding 90 days from the date of referral, with the possibility of extension for up to 45 days for serious reasons.

He further noted that speedy procedures enhance confidence in the judiciary's ability to protect rights efficiently and contribute to attracting foreign direct investment, as well as improving the Sultanate's ranking in indicators related to contract enforcement and ease of doing business.

#### Strengthening investor confidence

Reducing litigation timelines to limit operational and legal costs, with cases adjudicated within 90 days, extendable for serious reasons

The Court serves as a judicial reference for disputes between foreign investors and local partners and handles cross-border investment contracts in accordance with private international law

His Excellency affirmed that establishing a specialised court for investment and commercial cases constitutes a qualitative step towards strengthening the confidence of both local and foreign investors, by providing a more professional, transparent, and swift judicial environment for resolving disputes.

He stated that investors consistently seek a clear, specialised judicial system capable of enforcing rights efficiently—an objective achieved by The Investment and Commercial Court through the presence of judges well-versed in commercial and investment matters, capable of understanding modern transactions and cross-border contracts, and issuing precise, high-quality judgments.

He added that the clarity of judicial jurisdiction and the existence of a single court dedicated to such disputes reduce procedural delays, enhance the quality of rulings, and send a clear message that the Sultanate of Oman is committed to building a stable, attractive business environment aligned with international best practices.

#### Speed of adjudication and accuracy of judgments

His Excellency Issa Al Azri emphasised The Investment and Commercial Court's commitment to striking a balance between the speed of dispute resolution and ensuring the accuracy and quality of judgments, through an integrated system of procedures, technologies, and legal safeguards.

He noted that judicial specialisation, digital transformation, adherence to timelines, and integration with government entities all contribute to reducing timeframes without compromising the guarantees of justice, thereby reinforcing the confidence of litigants and investors in the Omani judiciary.

#### Supporting commercial arbitration

With regard to the Court's role in enhancing the commercial arbitration frame-

work, His Excellency stated that The Investment and Commercial Court serves as an important support pillar for arbitration by providing a specialised judicial umbrella for matters related to the enforcement of arbitral awards or challenges thereto.

He added that the Court will operate in integration with local and international arbitration centres and will contribute to strengthening Oman's position as an attractive hub for the settlement of commercial and investment disputes.

#### A unified judicial reference for investment disputes

His Excellency affirmed that The Investment and Commercial Court is well positioned to serve as the competent judicial reference for disputes arising between foreign investors and local partners or government entities, where such disputes are of a commercial or investment nature. This provides a unified and transparent judicial platform that supports governance and enhances the attraction of foreign direct investment.

#### A modern approach to cross-border contracts

Al Azri further explained that The Investment and Commercial Court deals with cross-border investment contracts through an approach that takes into account the rules of private international law, the principle of party autonomy, and internationally recognised standards in global trade.

He noted that the Court will contribute to reducing the duration of commercial disputes and lowering costs for investors through judicial specialisation, digital transformation, case preparation mechanisms, and technical integration with government entities, ensuring expeditious justice at lower cost and enhancing the competitiveness of the national economy.

He pointed out that a specialised team has been assigned within the Case Preparation Office to operate around the clock to review claims and ensure that registra-

tion requirements are met before cases are presented to judicial circuits, contributing to faster judicial cycles and higher procedural quality.

#### Comprehensive jurisdiction and nature of cases

His Excellency explained that The Investment and Commercial Court has jurisdiction over a broad spectrum of commercial and investment disputes, as stipulated in Royal Decree No. (35/2025), in line with the direction towards establishing a specialised judiciary capable of dealing with the complexities of the modern business environment.

The Court's jurisdiction includes disputes arising from commercial activities, investment contracts, joint ventures, corporate disputes, banking and financial transactions, construction contracts, international trade, as well as disputes related to foreign direct investment and the associated legal and financial obligations.

He added that the Court also has jurisdiction over all disputes related to investment activities in special economic zones, free zones, and industrial cities, where such disputes are commercial or investment in nature, including contracts concluded with operating entities, local and foreign investors, and companies operating in these zones.

Expeditious justice to support investment stability, with specialised judges handling complex commercial cases

Institutionalising specialised justice standards and improving the quality of rulings through a clear and effective judicial framework for investors

#### Institutional coordination and an integrated digital system

His Excellency noted that the establishment of The Investment and Commercial Court forms part of an integrated framework requiring direct coordination with economic entities such as the Oman Investment Authority, the Ministry of Commerce, Industry and Investment Promotion, and the Public Authority for Special Economic Zones and Free Zones, to ensure the swift and effective handling of investment-related disputes.

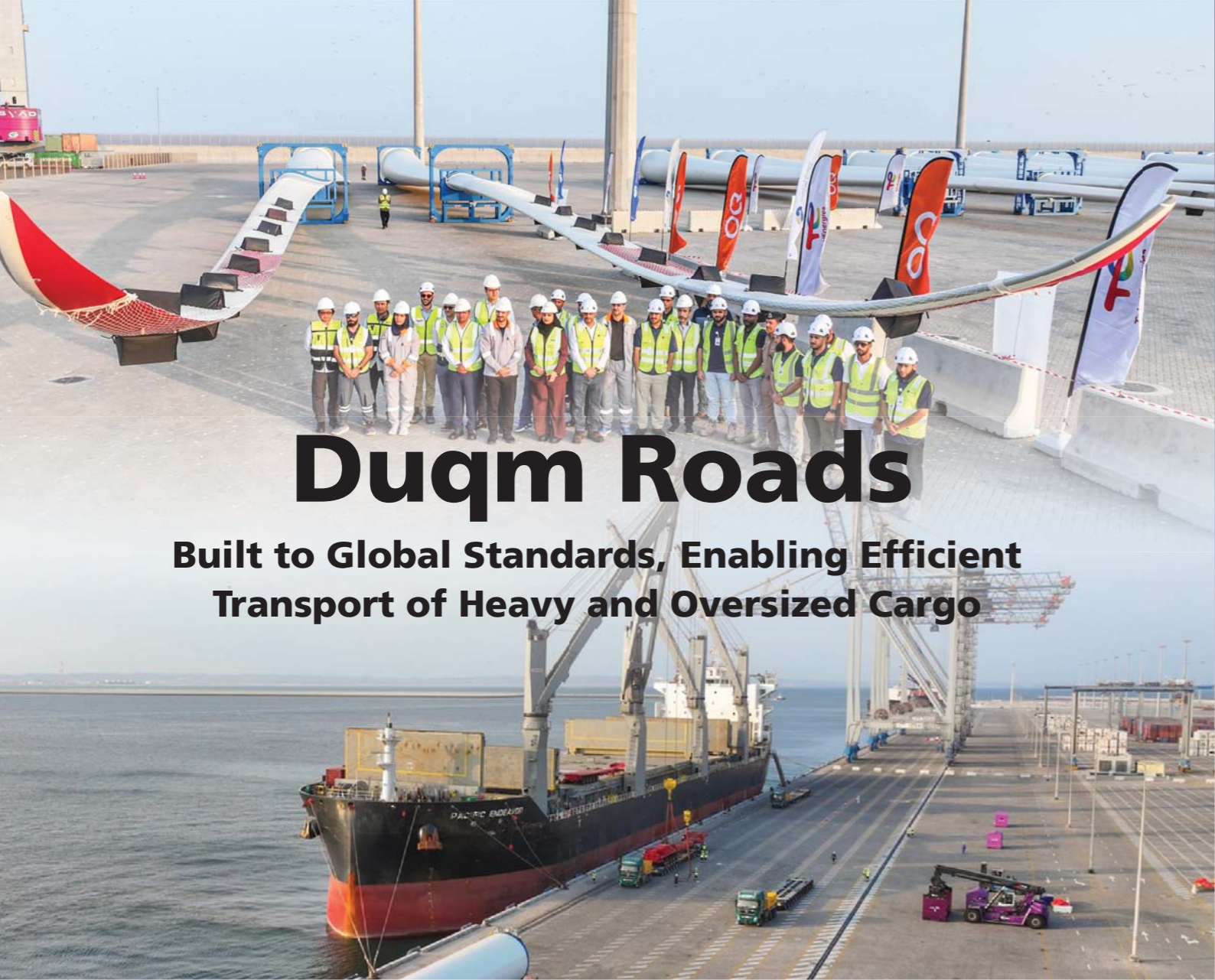
He explained that the Court applies an advanced digital case management system, whereby claims are filed, memoranda exchanged, and case files accessed electronically, with comprehensive technical integration with several government entities, including the Royal Oman Police, the Ministry of Commerce, Industry and Investment Promotion, the Ministry of Justice and Legal Affairs, and the "Tawtheeq" electronic platform.

#### Direct alignment with Oman Vision 2040

Regarding the extent to which the Court aligns with the objectives of Oman Vision 2040, Al Azri explained that the establishment of The Investment and Commercial Court is directly aligned with the Vision's core pillars, which place the development of the business environment and the enhancement of judicial efficiency as central priorities for raising the competitiveness of the national economy.

His Excellency noted that the Vision underscores the need for a specialised, swift, and transparent justice system capable of supporting both local and foreign investments—an objective clearly embodied by the Court through reduced litigation timelines, the adoption of more flexible procedures, and the availability of judges specialised in investment and commercial disputes. This, he said, has a positive impact on the quality of judgments and the speed of adjudication.





# Duqm Roads

**Built to Global Standards, Enabling Efficient Transport of Heavy and Oversized Cargo**

## Duqm - :

The Special Economic Zone at Duqm (SEZAD) has reaffirmed its high logistical readiness to receive and transport heavy and oversized cargo through a modern road network built to global specifications, reinforcing its position as a regional hub for specialized transportation of major projects, including the giant wind turbines recently received at Duqm Port under the "Riyah 1" and "Riyah 2" projects.

Duqm's road network features wide lanes and an advanced engineering system that ensures safe and smooth movement of large trucks and equipment. It is designed to withstand high loads and exceptional dimensions, including renewable energy components such as long steel towers and wind blades exceeding 90 meters in length, in addition to other heavy cargo linked to industrial and strategic projects.

Eng. Ahmed bin Ali Akaak, CEO of the



**Eng. Ahmed Akaak: The road infrastructure was designed to integrate with the capacity of Duqm Port, which has successfully handled and transported giant wind turbine shipments with high efficiency**


Special Economic Zone at Duqm, stated that the internal and external road infrastructure was designed to integrate with the capacities of Duqm Port, which has successfully handled and transported giant wind turbine shipments with high efficiency. He emphasized that this logistical integration forms a key pillar in attracting investments in industrial and renewable energy sectors.

Akaak noted that the wide streets, multiple lanes, and dedicated exits for heavy trucks enable the transport of cargo of various sizes and weights without affecting traffic flow or road safety, making Duqm an ideal destination for projects requiring the transport of oversized equipment or heavy loads.

This logistical excellence underscores Duqm's ability to support major national projects, enhance Oman's competitiveness in transport and renewable energy sectors, and solidify its position as a regional gateway for trade and future industries.

عُمان بكم تزهو  
YOU SPARK OMAN'S FUTURE



H.E. Sheikh Faisal Al-Rawas, Chairman of the Oman Chamber of Commerce and Industry, to 

## The Chamber is a key partner in enhancing the competitiveness of the economy and expanding the investment base




The number of commercial registrations affiliated with the Chamber reached 478,750 records as of November 2025

### Muscat -

The Oman Chamber of Commerce and Industry is one of the key national institutions contributing to supporting the economic development process, based on its role as the main representative of the private sector and an active partner of the government in shaping economic policies and improving the business environment. Since its establishment, the Chamber has contributed to reinforcing the competitiveness of the Omani economy, empowering entrepreneurs, and attracting investments in line with the objectives of Oman Vision 2040.

His Excellency Sheikh Faisal bin Abdullah Al-Rawas, Chairman of the Oman Chamber of Commerce and Industry, stated that the Chamber is proud of its national role in strengthening the renewed renaissance led by His Majesty Sultan Haitham bin Tariq — may Allah protect and preserve him —, and that the Chamber is honoured to extend its highest congratulations and best wishes to His Majesty on the occasion of his accession to power, affirming its appreciation of His Majesty's wise vision in building the state of institutions and entrenching the principles of sustainable development.

He explained to  that since His Majesty Sultan Haitham bin Tariq's accession to power, the private sector has received noble attention and generous care reflected in His Majesty's continuous directives to enhance its role as a key partner in the national economy, enabling it to contribute

to diversifying income sources, supporting investment initiatives, creating job opportunities, and raising the efficiency of productive sectors. He confirmed that this noble support has formed a solid foundation for the growth of the private sector and strengthening its role in economic development.

He added that the Chamber values the special attention given by His Majesty — may Allah protect and preserve him — to developing the business environment, facilitating procedures, and motivating small and medium enterprises. These noble directives have reinforced confidence in the Omani economy and opened wide prospects for investors. He confirmed that the Chamber, in line with these directives, continues its role as the main representative of the private sector and an active partner of the government in shaping economic policies, enhancing competitiveness, and empowering entrepreneurs in alignment with the objectives of Oman Vision 2040 toward an innovation- and sustainability-based economy.

He pointed out that the Chamber has, in the current stage, worked on transforming its strategic vision into practical programmes based on four main tracks: improving the business environment, developing the governorates economically, expanding the base of economic diversification, and enhancing partnerships with the public and private sectors, affirming that the Chamber strengthened communication channels with government entities to ensure an influential voice for the

private sector in economic legislation, in addition to developing the training and empowerment system and supporting digital transformation.

### Number of Commercial Registrations Affiliated with the Chamber

His Excellency pointed out that the number of commercial registrations affiliated with the Chamber reached 478,750 records as of November 2025, and this number is a clear indicator of the accelerating growth of economic activity and the expansion of the private sector's base, driven by government policies that encourage investment and by the Chamber's efforts to simplify membership procedures and develop digital services.

He stated that this diversity in affiliation reflects the vitality of the Omani economy and the effectiveness of the business environment, which encourages continued work to enhance the contribution of these establishments to achieving the goals of economic diversification and sustainable development in the governorates.

### Comprehensive Digital Transformation Led by a New Institutional Structure

His Excellency explained that digital transformation represents one of the main pillars of the Chamber's strategy, as digital platforms have been launched for business registration, license issuance, financial reports, and smart verification services. The Digital Economy and Artificial Intelligence Committee is working to reinforce this direction by developing



a unified digital platform based on data analysis and providing proactive services to members.

He added that on 15 May 2025, the Chamber issued a set of institutional decisions regulating the digital transformation path, including the formation of a supervisory committee and an executive committee consisting of three main teams: the digital projects and initiatives team, the communications and digital access team, and the change-management team, in addition to forming a specialized data-classification team.

He stated that a comprehensive project was launched to develop the Chamber's website, including an events calendar, a digital legislative directory, and the "Tarabot" initiative to organise delegations and enhance investment opportunities, in addition to developing the Businesswomen Platform to be a database and a centre for communication and knowledge exchange.

### Small and Medium Enterprises

His Excellency pointed out that SMEs represent more than 75% of the Chamber's members, affirming that the Chamber, through its committees, branches, and sectoral committees, works to coordinate funding, training, and marketing programmes, in addition to holding direct meetings to monitor challenges and submit recommendations to the concerned authorities.

He pointed to the pivotal role of empowerment programmes, especially the National Franchising Programme, which contributed to the expansion of SMEs through the franchising model. The Chamber also organised the Omani-Saudi Franchising Exhibition with the participation of 130 trademarks, and the signing

**SMEs represent more than 75% of the Chamber's members, and it works on funding, training, and marketing programmes**

**The Chamber focuses on improving the business environment, developing the governorates, expanding economic diversification, and enhancing partnerships with the public and private sectors**

**International indicators affirm the strength of the Omani economy and its ability to absorb global transformations**

**Since His Majesty Sultan Haitham bin Tariq's accession to power, the private sector has received noble attention and generous care**

"Made in Oman" brand in enhancing the competitiveness of Omani products, and to the role of the OPPEX Committee in opening new marketing channels for exports.

He explained that the Exhibitions Committee and the Exhibitions Organization Department work in harmony to determine sector and product priorities and implement annual exhibition plans that enhance the presence of the private sector locally and internationally.

### A Message of Confidence to Investors

His Excellency stated that international indicators affirm the strength of the Omani economy and its ability to absorb global transformations, calling on business owners to adopt more flexible and innovative business models, and to invest in promising sectors such as renewable energy, manufacturing industries, logistics, tourism, and modern technologies.

### 14 Quality Initiatives to Improve the Business Environment and Enhance Competitiveness

His Excellency pointed out that the Chamber launched more than 14 initiatives in recent years, most notably:

- The contract-financing initiative for SMEs
- The public-private partnership and integration programme
- The National Franchising Programme

He added that the Chamber prepared a comprehensive analytical study through the Research and Studies Centre on the competitiveness of the business environment compared to GCC countries and advanced economies, with recommendations aimed at enhancing national competitiveness.

of 23 agreements and memorandums of cooperation, in a step that strengthens economic integration with the Kingdom of Saudi Arabia.

### Supporting External Expansion and Enhancing Economic Diplomacy

His Excellency affirmed that the Omani private sector has become more mature and ready for external expansion, noting that the Chamber organised more than 30 international business forums over the past two years, in addition to organising specialised exhibitions inside and outside the Sultanate of Oman, and providing pavilions to showcase Omani products at major global events.

He pointed to the pivotal role of the



# The Economy in the Al Busaid State

Dr. Ahmed bin Humaid Al-Toubi - Researcher in Omani History

Since the establishment of the Al Busaid State in 1744, the economy has been regarded as a fundamental pillar of governance. Imam Ahmad bin Said, founder of the dynasty, paid close attention to the Port of Muscat, where commercial activity flourished significantly. He established commercial relations with the Indian kingdoms and the French island of Mauritius.

Muscat continued to prosper during the reigns of Imam Ahmad bin Said's successors, becoming the wealthiest port in the Arabian Gulf. In the final decade of the 18th century, Gulf trade passing through Muscat accounted for five-eighths of total regional commerce.

## Omani Merchants' Expansion into the African Interior

Sayyid Said bin Sultan encouraged trade, leading Omani merchants deep into the African interior and the Great Lakes region. The first Arab caravan reached the Kingdom of Buganda on Lake Victoria in 1843. Omanis traded ivory and gum and established commercial centers across East Africa.

He developed broad commercial relations, signing treaties with France (1844), Mauritius and Bourbon Islands, the United States (1832), and Portugal through Mozambique (1826).



## Attention to Agriculture

The Al Busaid State prioritised agriculture beginning in the reign of Imam Ahmad bin Said, who expanded the falaj irrigation systems.

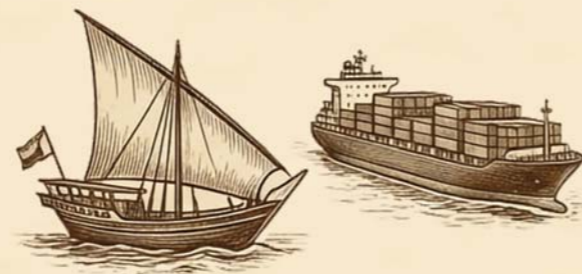
Sayyid Said bin Sultan strengthened agriculture in Zanzibar and its dependencies, introducing clove cultivation and new crops such as mango, sugarcane, oranges, and rice.



## Growth of Maritime Activity and Customs Revenues

Maritime activity expanded significantly. During the reign of Sultan Turki bin Said, many Omani vessels sailed from Sur and Al Batinah to the Indian Ocean and the Arabian Gulf.

Sultan Faisal bin Turki personally supervised customs, nearly doubling revenues. He also issued the copper Baisa, indicating economic growth.



## Economic Fluctuations and the Search for Oil

Economic conditions fluctuated, including during the global economic crisis of the 1930s in the reign of Sultan Taimur bin Faisal. He implemented financial and administrative measures to mitigate its effects, including hiring foreign financial experts.

Oil exploration began in his reign, but commercial quantities were discovered only during the reign of his son, Sultan Said bin Taimur, with the first export shipment made in 1967.



## Development of Economic Sectors

During the reign of His Majesty Sultan Qaboos bin Said — may Almighty Allah rest his soul in peace — Oman underwent a significant economic transformation, especially in oil, gas, infrastructure, industry, and human development. Industrialisation began with the establishment of Rusayl Industrial City, followed by several industrial cities, free zones, and special economic zones.

The economy grew dramatically between 1970 and 2018, averaging 16% annual growth, expanding 285-fold, and multiplying per-capita income by 43 times.



## Economic Sectors

### Oil and Gas Sector

- Comprehensive support for the oil and gas sector to serve as the primary source of national revenue.
- The inauguration of Oman Oil Refinery Company (LLC) in 1982.
- Commissioning of the Rabab Harweel Integrated Project, one of the largest projects of Petroleum Development Oman (PDO).
- Development of value-added petrochemical industries to enhance revenue.



### Trade and Industry Sector

- Growth of domestic and international trade.
- Expansion of transportation networks to facilitate the movement of agricultural and industrial products.
- Development of major seaports and airports, such as Port Sultan Qaboos and Raysut Port.
- Support for small and medium enterprises through diverse financing programs such as Mawrid, Tasees, and Riyada.



### Agriculture and Fisheries Sector

- Efforts to achieve national food self-sufficiency.
- Encouragement of exporting surplus agricultural products.
- Utilization of fisheries as a key component of the national economy.



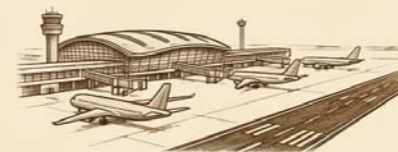
### Tourism Sector

- Increasing attention to tourism development.
- Development of Madinat Al Irfan, an integrated project that includes a convention and exhibition center, as well as residential, commercial, and cultural spaces.



### Ports and Airports

- Establishment of major seaports and airports such as Port Sultan Qaboos in Muttrah and Raysut Port in the southern region.
- Investment in airports and logistics services.



### Quality of Life

- Significant increase in average per-capita income.
- Continued efforts to enhance quality of life across the country.
- Strengthening safety, security, and protection of human rights.



## Oman Vision 2040

His Majesty Sultan Haitham bin Tarik — may Allah protect and preserve him — chaired the Main Committee for Oman Vision 2040, marking an important step toward advancing the economic sector and enhancing economic competitiveness in the Sultanate of Oman.

Under His Majesty's wise leadership, Oman entered a new stage of renewed renaissance beginning in 2020, characterized by deep economic and administrative reforms, modernization of the government apparatus, and activation of Oman Vision 2040, which calls for diversifying sources of income and developing the tourism, logistics, and industrial sectors, in addition to empowering youth.

The Sultanate succeeded in improving its ability to manage public debt and reduce the fiscal deficit. Its international credit rating improved, boosting investor confidence and increasing investment inflows. Major economic projects have been implemented, including the inauguration of the Duqm Refinery, contributing to the support of the national economy and strengthening the path toward fiscal sustainability.




## A Renewed Legacy and an Economy Shaping the Future

The Al Busaid State demonstrated that economic prosperity is not built on heritage alone, but through action, wisdom, and meticulous planning.

Today, Oman — under the reign of His Majesty Sultan Haitham bin Tarik, may Allah protect and preserve him — continues to move steadily toward a diversified and prosperous economy, drawing strength from its rich maritime and commercial heritage, which remains a source of power for its present and a solid foundation for its future.




Omar Al Mahrizi, CEO of Asyad Ports and Free Zones, to 

# Asyad has proven its efficiency in managing and operating ports and free zones, attracting projects worth over RO 1 billion



## Muscat -

Omar bin Mahmood Al Mahrizi – CEO of Asyad Ports and Free Zones at Asyad Group – affirmed that the Group has, in recent years, proven its ability to manage and operate ports and free zones with high efficiency, positively reflecting on national economic growth. The Group has contributed to enhancing the global competitiveness of Omani ports through infrastructure development, improved handling capabilities, and faster clearance procedures, in addition to its pivotal role in boosting investment inflows into free zones, which have become among the most important drivers of economic diversification in the Sultanate of Oman.

Al Mahrizi told  that Asyad relies on a wide network of partnerships with local and international institutions, whether in operating port terminals, developing technical systems, or attracting investors. He noted that this openness has helped build a reliable logistics ecosystem aligned with global standards, encouraging international companies to position Oman's ports and free zones as regional hubs for their operations.

### Asyad Strategy

Al Mahrizi pointed out that Asyad's strategy is based on creating an attractive economic environment by providing integrated logistics services that include

light manufacturing, maritime services, warehousing, and multimodal transport. This diversity enables a comprehensive value chain for investors, meeting their needs from the arrival of goods to distribution or re-export, thereby enhancing Oman's attractiveness to investments across various sectors.

### Investment Volume and Expansion Plans

On the size of current investments in the free and economic zones managed by Asyad and future expansion plans, Al



Omar Al Mahrizi :Asyad relies on a wide network of partnerships with local and international institutions to operate ports, develop technical systems, and attract investors

Mahrizi said that during the first half of 2025, these zones attracted 33 projects with a total investment value exceeding RO 1.1 billion. Eight projects are in operation and trial operation, with investments amounting to RO 33.6 million, while 21 projects are under construction, with a total investment of RO 292 million.

He added that expansion plans focus on developing additional free zone areas and increasing port capacity in line with growing throughput volumes and rising investor demand.

### Port Development and Competitiveness

Regarding port development and competitiveness, Al Mahrizi explained that Asyad is upgrading major ports, including Salalah, Sohar, and Duqm, by adding modern equipment capable of receiving mega vessels, alongside enhanced digitalisation and faster operational cycles, giving Omani ports a clear competitive advantage over regional ports. These efforts aim to raise operational efficiency, improve handling times, and provide value-added services.

He noted that total container throughput at the ports of Salalah, Sohar, Duqm, and Suwaiq, in addition to Port Sultan Qaboos, Marsa Al Duqm, and Khazaen Dry Port, reached 2,431,732 TEUs during the first half of 2025, compared to 2,180,460 TEUs in the same period of 2024, recording growth of 12%.

### Key Development Projects

Al Mahrizi highlighted key development and modernisation projects across ports and logistics zones, including the establishment of new container and general cargo terminals, expansion of storage yards, development of areas dedicated to light industries and assembly services, and the adoption of smart port operating systems. Work is also underway to develop integrated logistics zones linking ports with industrial areas and airports.

### Role of Omani Ports

In the same context, Al Mahrizi stated that Omani ports represent a key hub for trade networks between Asia, Africa, and Europe. Thanks to Oman's strategic location outside the Strait of Hormuz, they have become a preferred option for regional and global shipping. Asyad is strengthening this role by enhancing connectivity between ports and free zones, positioning Oman as an effective platform for transit cargo and international trade.

### Sustainability and Innovation

On sustainability and innovation, Al Mahrizi said that Asyad is focusing on shifting toward less energy-intensive and more environmentally friendly operations by reducing emissions, enhancing energy efficiency, and investing in renewable energy initiatives such as solar power at port facilities. He added that the Group also relies on innovation by deploying data analytics and artificial intelligence to develop smarter logistics solutions and improve operational efficiency.

### Smart Technologies and Clean Energy

With regard to smart technologies and clean energy, Al Mahrizi said that Asyad adopts advanced port operating systems from global companies, uses remote-control technologies for heavy equipment, and relies on integrated digital platforms to analyse demand and manage inventory. The Group is also introducing clean energy into the operation of certain facilities, alongside programmes to reduce its carbon footprint.

He added that this balance is achieved through strict environmental standards for projects, emission-reduction and waste-management plans, and the selection of technologies that reduce fuel and energy consumption. Environmental impact assessments ensure that environmental consider-

ations are integrated across all stages of planning and implementation.

### National Vision and Developmental Role

In response to a question on how Asyad translates its vision of positioning Oman as a global logistics hub, Al Mahrizi said:

"Asyad is developing an integrated ecosystem of ports, free zones, and land and maritime facilities, and linking them through effective transport networks that strengthen Oman's role as a trade corridor connecting the three continents. This is reflected in improved performance indicators related to throughput, vessel calls, and expanded logistics services."

### Asyad and Global Supply Chains

On the factors that position Oman as a key hub for global supply chains, Al Mahrizi said that the Sultanate enjoys a strategic location overlooking the Indian Ocean and close to major international trade routes, in addition to political and economic stability and advanced infrastructure that includes ports, airports, and road networks. Al Mahrizi stressed that these factors make Oman an ideal gateway for regional and international supply chains.

### Achieving Oman Vision 2040 Targets

Regarding Asyad's contributions to Oman Vision 2040, Al Mahrizi affirmed that the Group supports increasing the logistics sector's contribution to GDP, enhancing investment attractiveness, supporting Omani exports, and contributing to employment and the development of national competencies. Asyad also supports Vision 2040 objectives by strengthening integration between industrial and logistics sectors and stimulating the business environment.

### Job Opportunities and Industrial Sector Development

In response to a question on job opportunities and industrial sector development, Al Mahrizi said that Asyad's ports and free zones provide broad direct and indirect employment opportunities by attracting industrial and service companies, supporting local supply chains, and encouraging entrepreneurship in logistics services. They also help create an enabling environment for light and downstream industries, strengthening economic development and increasing local content.

Asyad relies on a wide network of partnerships with local and international institutions to operate ports, develop technical systems, and attract investors.

Integrated logistics zones are being developed to link ports with industrial zones and airports, while boosting investment in free zones.

33 projects worth RO 1.1 billion were attracted during the first half of 2025, including 8 operational projects and 21 projects under construction valued at RO 325.6 million.

Expansion plans focus on increasing free zone areas and enhancing port capacity to accommodate growth and investor demand



# 98

## Major Projects Planned by “Madayn” Under the Eleventh Five-Year Plan (2026–2030)


RO 7.8 billion total cumulative investments in Madayn as of mid-2025

2,095 projects total cumulative projects across all industrial cities



### Muscat - :

Eng. Dawood bin Salim Al-Haddabi, Chief Executive Officer of the Public Establishment for Industrial Estates “Madayn”, affirmed that the establishment plans to implement 98 major projects under the Eleventh Five-Year Development Plan (2026–2030). These projects are distributed across three main directions, including 51 development and operations projects, 36 institutional excellence projects, and 11 environmental sustainability projects, all aligned with the priorities of Oman Vision 2040.

Al-Haddabi explained in an exclusive interview with  that the coming five years will witness the implementation of strategic projects across different governorates in the Sultanate of Oman, including: the Phase 1 infrastructure and utilities project for Al-Mudhaibi Industrial City covering approximately 2.5 million m<sup>2</sup>; Phase 1 infrastructure and utilities project for Al-Suwaiqi Industrial City covering 5 million m<sup>2</sup>; the infrastructure and utilities project for Madha Industrial City covering over 348,000 m<sup>2</sup>; the development and rehabilitation of infrastructure and the detailed master plan of Al-Wadi Al-Kabir Industrial City; improving services and upgrading infrastructure (Phases 1–6) at Sohar Industrial City; construction of a marine berth and development of the master

plan for Sur Industrial City; and expansion of the water networks at Raysut Industrial City.

Al-Haddabi pointed out that the Digital Transformation Execution Plan (2026–2030) represents a strategic shift to unify Madayn’s projects under a comprehensive institutional transformation framework. The plan aims to implement 105 digital projects distributed across 12 main pillars covering government digital transformation paths, including digital readiness, digital experience, digital enablement, and



**Eng. Dawood Al-Haddabi:**  
Economic clusters for plastics, aluminium, and mining represent a qualitative boost to the GDP

digital innovation.

The plan targets international recognition for two industrial cities as smart cities, 100% automation of priority services with full integration with government and private entities ready for digital connectivity, and raising investor satisfaction to more than 85%. The plan also integrates artificial intelligence (AI), the Internet of Things (IoT), big data, and renewable energy into the infrastructure of industrial cities. Key objectives include: establishing smart operational centers for real-time performance monitoring, launching a unified digital investment portal linking logistics and licensing services, enhancing digital skills for human capital, establishing a comprehensive training system in intelligent analytics and AI, activating national regulations for digital transformation and data governance, adopting advanced cybersecurity policies, and enabling digital connectivity with national platforms.

#### Madayn Digital Indicators

Al-Haddabi stated that Madayn recorded notable growth across its indicators by the end of H1 2025, with total cumulative investment reaching approximately RO 7.8 billion, representing 2% growth compared to the same period in 2024. Total cumulative projects reached 2,095, reflecting 3% growth, while total cumulative contracts amounted to 2,385, recording



over 3% growth. The total leased land area across all industrial cities, Knowledge Oasis Muscat, and the Free Zone at Al-Mazyona reached 34.6 million m<sup>2</sup>, up 2%, out of 61.6 million m<sup>2</sup> of total developed land, with an occupancy rate of 68%.

Madayn also received 215 new investment applications during H1 2025, signing 124 contracts for new projects totaling over RO 80 million, covering over 895,000 m<sup>2</sup>.

Al-Haddabi added that the growth and expansion witnessed in industrial cities across Oman represent a civilizational extension of Oman’s ancient industrial heritage, which began thousands of years ago and became prominent during the era of the Al-Busaidi State.

#### Madayn and the Tenth Five-Year Plan (2021–2025)

Al-Haddabi stated that Madayn implemented a wide range of vital projects during the Tenth Five-Year Plan (2021–2025) aimed at creating an attractive business environment that supports sustainable investment across Oman’s governorates. Key completed projects include: the Phase 1 development of Ibri Industrial City on an area of 3 million m<sup>2</sup>; the infrastructure and utilities project for Mahas Industrial City on an area of 1.4 million m<sup>2</sup>; consultancy, design and supervision services for Madayn’s pioneering complexes in Rusayl, Nizwa, Mahas, Suwaiqi, and Madha; the Phase 7 infrastructure project in Sohar Industrial City on an area of over 8.5 million m<sup>2</sup>; and a comprehensive survey and mapping of industrial cities using drone technologies.

This period witnessed a major transformation in Madayn’s institutional and technical structure, transitioning from traditional organization to an integrated framework of institutional excellence and comprehensive digital transformation. This led to Madayn achieving Level 2 of the EFQM (European Foundation for Quality Man-

agement). Key initiatives included: IFS Cloud ERP, ESRI ArcGIS, the “Masar” e-services platform, the internal services platform, the “Dureba” e-learning platform, in addition to regulatory platforms such as “Your Opinion Matters”, the Unified Channel, website upgrades, and cybersecurity and digital transformation policies, enhancing system readiness and reliability.

#### Madayn Economic Clusters

The CEO explained that to benefit from natural resources and competitive advantages in different governorates, Madayn has worked on establishing integrated economic clusters to support the targeted productive sectors within economic diversification plans. These include the Integrated Mining Economic Cluster in Shaleem, featuring a master plan covering 30 million m<sup>2</sup>, and a 10 million m<sup>2</sup> detailed design serving the oil, gas, and mining sectors. The project includes infrastructure planning for roads, water networks, sewage systems, storm drainage, and other supporting facilities, along with comprehensive economic and marketing studies.

Madayn has also begun preparing the implementation plan for the Integrated Aluminium Economic Cluster in Sohar Industrial City, finalizing detailed plans, performance indicators, and alignment with stakeholders from government and private entities, in addition to commissioning a specialized consultant to conduct a study on downstream aluminium opportunities to boost value-added manufacturing and explore promising investment prospects.

Meanwhile, the Plastic Industries Complex “Ladaen” in Sohar Industrial



City has witnessed accelerated growth driven by local and regional demand for plastic products, supported by Madayn’s attractive investment environment. Total investment in the complex reached RO 33.7 million, with leased space exceeding 181,000 m<sup>2</sup>, comprising 19 investment projects ranging between operational facilities, those under construction, and recently contracted projects.

#### Value-Added Initiatives

Al-Haddabi highlighted that Madayn, through the Industrial Innovation Academy, undertakes value-added initiatives aimed at strengthening innovation in the industrial sector, empowering SMEs, improving competitiveness, and encouraging major companies to adopt modern technologies that support local value-added development aligned with Oman Vision 2040.

Among the most notable initiatives is The Omanisation Program, implemented in cooperation with the Ministry of Labour to provide 1,000 jobs annually, and has already created more than 3,000 jobs across industrial cities. Likewise, RABT Platform has created a transformative shift in linking local products to government tenders through digital integration models that enable SMEs to directly access national supply chains.

For example, in the RO 5.75 million Sultan Qaboos University College of Law renovation project, 15% of the contract value (approx. RO 862,500) was allocated to factories registered on RABT Platform, reflecting practical value-chain support. Work is underway in coordination with key governmental entities such as the Oman Investment Authority, Petroleum Development Oman (PDO), and the Public Authority for Special Economic Zones and Free Zones (OPAZ) to include suppliers registered on the platform in mandatory procurement lists for local tenders and to support industrial investment.

Completion of a wide package of vital projects in key industrial cities during the Tenth Five-Year Plan

Expansion of industrial cities reflects Oman’s civilizational heritage

Value-added initiatives at the Industrial Innovation Academy support the business ecosystem

# 5.1<sup>RO</sup>

Dr. Ali Tabouk, CEO of Salalah Free Zone, to

## Billion in Total Accumulated Investments by September 2025 with 8.5% Growth



### Salalah - :

Dr. Ali bin Mohammed Tabouk, CEO of Salalah Free Zone, confirmed that the zone continued to achieve positive results in attracting high-value investments in 2025, supported by ASYAD Group and the Public Authority for Special Economic Zones and Free Zones (SEZAD).

He stated that new investments up to the end of September 2025 amounted to RO 375 million, raising total accumulated investments to RO 5.1 billion, compared to RO 4.7 billion at the end of 2024 — a growth of approximately 8.5%.

He emphasized that foreign direct investment represents a significant share of this total due to the competitive environment of the zone, which offers full foreign ownership, tax and customs exemptions, and integrated logistics with Port of Salalah and Salalah Airport, positioning it as one of the most attractive regional investment destinations.

### Number of Active Companies

He explained that the number of active companies in Salalah Free Zone reached 106 by the end of 2025, com-

pared to 96 companies in 2024. During the past year, 8 new companies were added and 2 existing warehouse contracts were renewed, reflecting steady investor interest.

He added that projects are distributed across various stages of implementation, including 46 operational projects, 28 utilizing ready-built units and warehouses, 20 under construction, and 12



Dr. Ali Tabouk: The zone has contributed to attracting export-oriented companies, enabling it to become a major hub for high value-added manufacturing industries

in pre-implementation.

He noted that industrial sectors form the backbone of the zone, with petrochemicals accounting for 45% of total investments, followed by chemical industries (19%) and food processing (10%), in addition to sectors such as metals, logistics services, pharmaceuticals, and data processing.

### Investing Countries

The CEO explained that the free zone hosts investments from more than 20 countries across several continents, most notably India, Yemen, China, Saudi Arabia, Kuwait, Iraq, Turkey, Iran, United States, Belgium, South Africa, Mexico, Egypt, Jordan, and Brazil.

He added that Indian and Yemeni investors are among the most active in the zone, along with companies from the Gulf region, Asia, and Europe, reflecting strong international confidence in the zone's strategic advantages and its position within Oman's logistics network.

### Investment Incentives

He stated that the incentive system offered by Salalah Free Zone is among the most competitive regionally. Full customs exemptions significantly reduce

Growing investment performance supported by ASYAD Group and the Public Authority for Special Economic Zones and Free Zones (SEZAD), with RO 375 million in new investments during 2025

Foreign investments represent the majority of projects, and the number of active companies rises to 106

Diverse industrial sectors including petrochemicals, food processing, pharmaceuticals, with projects under construction, operation, and expansion

More than 20 countries investing in the zone — India and Yemen lead foreign investors

Integrated logistics through Port of Salalah and Salalah Airport positions the zone as a competitive hub for manufacturing, re-export, and distribution

operating costs, while tax exemptions of up to 30 years enhance returns on long-term industrial investments such as petrochemicals and heavy industries.

He added that the One-Stop-Shop has reduced business establishment time from several months to a few weeks, increasing investor confidence and operational efficiency.

### New Strategic Investments

He revealed that the zone witnessed the signing and execution of a series of strategic investments in 2025 exceeding RO 375 million, in addition to major ongoing projects worth more than RO 900 million.

These include International Industries (Integrated Food Complex) – RO 173 million; GFCL EV (India) – RO 189 million (battery materials); Tuyar (China) – RO 7.7 million (chemical additives); Al Ittihad for Industry and Trade – RO 3.8 million (tahini production); and Petideal (China) – pet food, in addition to projects from Turkey, Malaysia, and Oman in packaging and logistics services.

He added that ongoing projects include more than 18 industrial and logistics developments exceeding RO 900 million, led by Al Baleed Petrochemical (Turkey) – RO 170 million; Salalah Petroleum (Iran) – RO 33.8 million; OQ Salalah Storage – RO 48 million; Good Detergents – RO 38.5 million; Al Rabie Food Industries – RO 18.4 million; and Industrial Metals Company – RO 7.7 million.

### Logistics Backbone

He emphasized that Salalah Free Zone serves as a core logistics pillar within ASYAD Group due to its strategic location connecting Asia and Africa along key global maritime routes, enabling competitive access to markets with over 2.5 billion consumers.

He added that full integration with Port of Salalah, Salalah Airport, and modern infrastructure makes the zone a competitive platform for manufacturing, distribution, and re-export at lower operational costs, boosting Oman's trade competitiveness.

### Targeted Sectors

He noted that the zone focuses on industrial and logistics sectors as key driv-

ers of economic growth, including petrochemicals, chemical industries, food processing, packaging, metals, and pharmaceuticals, in addition to logistics services and supply chains.

He added that the zone is moving toward innovative future-oriented sectors, such as battery materials, renewable energy, industrial waste treatment, and digital transformation, in line with the Sultanate's direction toward a green and digital economy.

### Employment & Omanization

He confirmed that existing investments have generated 3,346 direct jobs with an Omanization rate of 34%, in addition to 6,692 indirect jobs — totaling 10,038 direct and indirect opportunities.

### Boosting Omani Exports

He explained that Salalah Free Zone has attracted export-intensive industries, making it a key hub for high value-added manufacturing and localization of export-oriented industrial activities that enhance the value of Omani products.

He added that integration with Port of Salalah and advanced logistics infrastructure has facilitated cargo movement and accelerated export operations, strengthening Oman's position as a regional center for trade and re-export.

### Sustainable Development & Social Responsibility

He stated that the zone prioritizes a balance between economic growth and environmental sustainability by attracting high value-added industries and applying environmental best practices.

He added that the zone focuses on empowering the local workforce in Dhofar Governorate and supports community initiatives related to education, youth development, coastal cleanup programs, blood donation, and SME support.

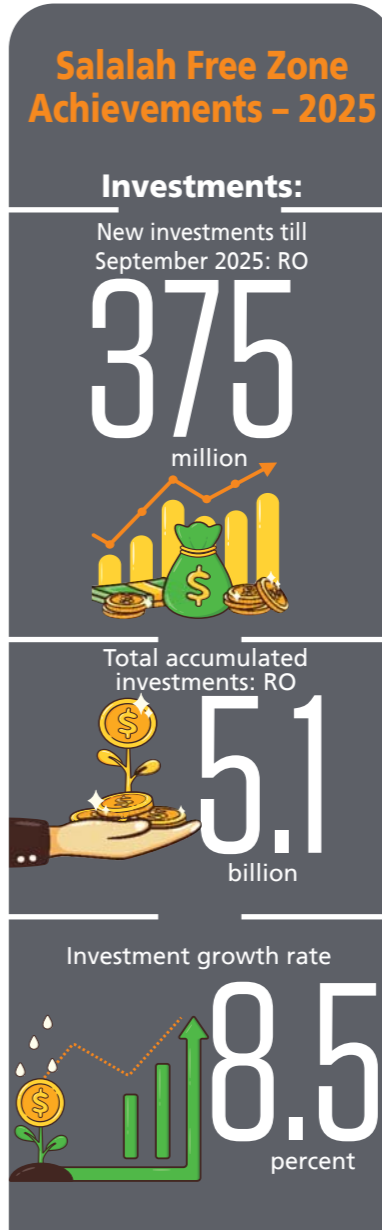
### Future Plans

Regarding future plans, he stated, saying:

"The free zone is working to expand its targeted sectors to include high-tech industries, renewable energy, digital solutions, and green industries, in line with Oman Vision 2040."

He added that development plans include enhancing digital services, industrial land development, smart warehouses, and deeper integration with Port of Salalah and Salalah Airport to provide a fully integrated investment ecosystem.

He concluded his remarks by emphasizing that the upcoming phase represents a strategic opportunity to reinforce Salalah Free Zone as a leading regional hub connecting manufacturing, trade, and logistics, supporting Oman's transition toward a diversified and sustainable economy.





## Sohar Free Zone Ranks Among the World's Top Three Free Zones

London - **الدوق** :

**This achievement reflects the notable improvement in operational performance, service efficiency, and the diversification of targeted sectors**

**The Special Economic Zone at Duqm (SEZAD) has also been officially added to the magazine's database, recognizing its potential as an emerging industrial and logistics hub**

The Sultanate of Oman has achieved a significant milestone that underscores its strong position on the global investment map, as the Sohar Free Zone has been ranked among the world's top three free zones, according to the October/November 2025 edition of the Foreign Direct Investment Magazine (fDi Magazine), part of the UK-based Financial Times group.

This recognition reflects the remarkable improvement in the zone's operational performance, service efficiency, and the diversification of its targeted sectors. The ranking was based on an international judging panel that relied on verified data and assessed the zone according to precise technical criteria, including infrastructure, investment-friendly regulations, incentives, governance, innovation, sustainability, and socioeconomic impact.

The report also recorded the official inclusion of the Special Economic Zone at Duqm (SEZAD) in the magazine's database, acknowledging Duqm's potential as an emerging industrial and logistics hub—a strategic step that will strengthen Oman's presence in global rankings in the coming years.

This classification enhances Oman's position on the global investment landscape and highlights its competitiveness as a logistical and industrial center—especially given its strategic location near Asian and African markets and major international shipping lanes. It also reflects international investors' confidence in Oman's stable business environment and its ability to attract high-value investments.

The achievement further demonstrates the success of the Public Authority for Special Economic Zones and Free Zones (OPAZ) in advancing the pillars of Oman Vision 2040, including income diversification, attracting quality investments, creating sustainable employment opportunities, strengthening public-private partnerships, and fostering innovation and sustainability in economic development.

The recognition also affirms Sohar Free Zone's commitment to sustainability, innovation, and digital transformation through its support for environmentally friendly projects and the streamlining of procedures via smart electronic platforms. This enhances competitiveness and contributes to attracting manufacturing industries and major projects, strengthening value chains, and creating economic links with the transport, energy, and logistics sectors—supporting economic growth in neighboring governorates and boosting national output.

This global ranking serves as a qualitative indicator of Oman's real transformation in the investment environment. It also provides a platform for strengthening international partnerships and attracting capital and advanced technologies in line with the sustainable and systematic goals of Oman Vision 2040.

OPAZ recommended forming a national team to prepare a unified file for the 2026 performance indicators, including several government entities and representatives from the zones under its supervision. The team will monitor the impact of these rankings on investment inflows and guide the relevant departments to leverage the report's findings to enhance Oman's global competitiveness.

**Warren Buffett**  
Chairman and CEO of Berkshire Hathaway



## How to Stand Out as an Investor in the Age of Artificial Intelligence?

My advantage as an investor for three decades was rigorous research. But AI has made that worthless. Since the 1990s, value investors lived off a core advantage: the ability to conduct meticulous and exhausting research to obtain investment information others didn't possess. That was the era of paper, mail, and landline communication, when obtaining an annual report for a company like Berkshire Hathaway required a phone call and days of waiting. Back then, only two books could change the life of an eager investor: «The Intelligent Investor» by Benjamin Graham, and Warren Buffett's biography authored by Roger Lowenstein.

Today, the landscape is fundamentally different. Information that once required weeks to gather has become available in seconds. Investor meetings that required travel are no longer exclusive; they are recorded and publicly accessible on YouTube and podcasts. With the rise of artificial intelligence and large language models, the informational edge that formed the foundation of value investing's success for decades has vanished.

Programs like ChatGPT and Gemini now provide the ability to summarize everything publicly said about any company and analyze its fundamental trends instantly. Although they do not generate original ideas on their own, they shorten the path to those ideas and remove the barriers that used to give professional analysts a competitive advantage.

In the past, «information envy» was a valuable currency; attending a Wesco meeting led by Charlie Munger or receiving a letter from a limited mailing list was considered an investment treasure. Today, vast amounts of data leak through platforms like Reddit, Scribd, arXiv, and social media, making access to exclusive information nearly impossible.

This radical shift means, according to the proposed view, that the golden era of value investing has ended. The individual edge no longer exists, and investors no longer need novice analysts, as AI now performs deeper, faster, and cheaper analyses. With the «advantage» disappearing, fund managers' returns are gradually converging toward index returns, amid more accurate pricing of assets and less room for surprises.

Where will the money flow, then? The future appears to belong to index funds and major asset managers like BlackRock, while small independent funds will be left with only behavioral dynamics and «temporal arbitrage» — buying and holding for the long term, the model Berkshire Hathaway has exemplified for decades.

Ultimately, this outlook is not bleak. AI may have achieved what markets have failed to accomplish for decades: equal opportunity among investors, reduced cost of knowledge, and freeing the average investor from dependence on expensive experts. Thus, a true era of investment democracy — long awaited — may finally begin.

The essential skills of investing have become services delivered by artificial intelligence within seconds. The advantage of thorough research in investing has fundamentally changed thanks to AI, which enables instant summaries and analyses of financial information—eliminating the traditional edge individual investors once enjoyed

Deputy Head of Integrated Economic Clusters at “Tanwea” to 

# 5 economic clusters to boost investments and develop governorates... with plans to expand into new areas in the future



## Muscat -

Jamal bin Mousa al Wahaibi, Deputy Head of Integrated Economic Clusters at the National Economic Diversification Program “Tanwea”, explained that the program plays a planning and strategic role based on data analysis and the provision of outputs to relevant authorities. Each entity receives results, tools, and appropriate solutions according to its mandate, in addition to coordination to ensure effective implementation.

Al Wahaibi pointed out that five clusters have been launched so far based on the competitive advantages of each region:

**Food Security Cluster in Al Najd – Dhofar:** relies on agricultural land and groundwater and represents an ideal opportunity to develop food security projects.


**Mining Cluster in Shaleem:** benefits from the availability of gypsum, dolomite, and limestone ores, as well as proximity to major ports.

**Aluminum and Downstream Industries Cluster in Sohar:** builds on the integration of aluminum value chain components, benefiting from advanced industrial and logistics infrastructure.

**Tourism Cluster in Al Dakhiliyah:** focuses on heritage, adventure, and nature-based tourism, leveraging forts, mountains, and cultural assets.

**Cold Chain Cluster in Al Duqm:** utilizes the strategic location and logistics infrastructure to enhance industries related to

cold chains for agricultural, fisheries, and food products.

He revealed in his interview with  that there are plans to launch new economic clusters in other regions in the future, after studying the comparative advantages of each area.

### The Program’s First Phase

Al Wahaibi added that the program, in



**Jamal al Wahaibi:**  
Economic clusters are open investment platforms with integrated infrastructure, attractive incentives, and flexible regulatory frameworks

its first phase, adopted strategic tools to diagnose the state of economic diversification, identifying a set of challenges, gaps, and opportunities. These were studied and analyzed thoroughly, leading to initiatives and solutions to address challenges and bridge gaps affecting diversification efforts in Oman. These solutions were categorized into three main tracks:

- Macroeconomics
- Economic sectors
- Intersectoral linkages

The program subsequently conducted a detailed value chain analysis in cooperation with the Industrial Innovation Academy, resulting in a clearer picture of value chains across various economic sectors.

He stated that these efforts led to three key outputs that were approved and referred to implementation authorities:

- Integrated Economic Clusters
- Economic Diversification Policies
- Executive Initiatives

These outputs aim to address challenges and strengthen the productive base of economic sectors, as well as deepen diversification by developing interconnected economic ecosystems that enhance cross-sector integration.

### Direct Support for Oman Vision 2040

Al Wahaibi affirmed that the “Tanwea” program is a national tool supporting the achievement of Oman Vision 2040 goals, particularly in the economy and

development pillar, through promoting diversification, financial sustainability, and reducing reliance on oil and gas as the main source of revenue.

He noted that the program builds on previous diversification efforts but focuses on providing practical solutions and implementation mechanisms that accelerate the pace of the Tenth Five-Year Plan in alignment with the national future vision.

He explained that the program acts as a national framework of a planning and implementation nature, aiming to enable economic sectors to achieve targeted growth by developing legislative and regulatory environments and enhancing cross-sector linkages, contributing to the diversification of trade partners and increased investment in value-added sectors.

### Targeted Sectors in the “Tanwea” Strategy

According to Al Wahaibi, the strategy focuses on five key sectors identified through scientific analysis of competitive advantage and growth potential:

- Manufacturing
- Tourism
- Food Security
- Logistics and Transport
- Mining

These sectors were selected for their ability to support economic growth, provide job opportunities, enhance exports, and achieve financial sustainability within Oman Vision 2040.

### Attracting Local and Foreign Investments

Al Wahaibi affirmed that the “Tanwea” program enhances Oman’s investment attractiveness through the establishment of integrated economic clusters, developing clear policies, and launching executive initiatives that contribute to creating a competitive investment environment.

He explained that clusters such as Al Najd agricultural area, Shaleem for mining, and the tourism cluster in Al Dakhiliyah represent ecosystem-style platforms

The “Tanwea” program is one of the national tools supporting the achievement of Oman Vision 2040 goals, particularly in the economy and development pillar

Integrated economic clusters are not merely traditional industrial or investment zones, but specialized development systems within a defined geographic scope

The concept of the clusters is based on capitalizing on each region’s comparative advantage and transforming it into a sustainable competitive advantage

combining agriculture, industry, logistics, and services, making them attractive investment environments.

Economic policies contribute to maximizing returns from natural resources and establishing food security strategies that provide a clear and sustainable regulatory framework, reducing investment risks.

Meanwhile, executive initiatives—such as developing the refrigerated transport network and improving port integration—play a key role in enhancing infrastructure efficiency and strengthening Oman’s competitiveness.

### What Are Integrated Economic Clusters?

Al Wahaibi stated that integrated economic clusters are not merely traditional industrial or investment zones, but development ecosystems located within a defined geographic area, bringing together production, service, and logistics activities within a single system designed to create an interconnected, high-value economic environment.

He added that the objective is to transform geographic and natural advantages

into comprehensive economic opportunities by building value chains that link production to processing and services and ultimately to export, while empowering small and medium enterprises and attracting local and foreign investment.

### Maximizing the Use of Natural Resources

Al Wahaibi emphasized that the cluster concept is based on leveraging each area’s comparative advantage and turning it into a sustainable competitive advantage through linking different value chain stages—from production to services and export.

He explained that the Al Najd cluster will enhance food security, Shaleem will become a hub for mining-based industries, the aluminum cluster in Sohar will boost industrial integration, and the tourism cluster in Al Dakhiliyah will position the governorate as a sustainable destination for cultural and nature tourism. Al Duqm, in turn, will capitalize on its strategic location to become a regional hub for cold chain and export operations.

### Cross-Sector Integration Models

Al Wahaibi explained that economic clusters do not operate as isolated sectors but are based on cross-sector integration. For example:

- The Cold Chain Cluster links agriculture with fisheries, logistics, and food processing.
- The Aluminum Cluster integrates energy, mining, industry, and support services.
- The Tourism Cluster creates interactions between heritage, crafts, services, and hospitality.
- The Food Security Cluster connects agricultural production with food industries, storage, and distribution.

He added: “Through this approach, the clusters become key drivers for strengthening public-private partnerships and a major enabler for increasing the contribution of non-oil sectors to the national economy.”



## The Special Economic Zone in Al Dhahirah Governorate Signs 11 Agreements to Support SMEs Worth RO 6 Million

Ibri - **الدقم** :

The contractor of Phase One of the main roads and surface water drainage channels project in the Special Economic Zone in Al Dhahirah Governorate signed 11 agreements with small and medium enterprises worth RO 6 million. These agreements represent 27% of the total value of the Phase One package contract, with 60% of the awarded contract value going to SMEs registered in Al Dhahirah Governorate. This took place during the Promising Opportunities Forum in Al Dhahirah Governorate, held from 1-3 December 2025.

The agreements include works related to supplying solar-powered electricity, supplying construction materials and concrete, supplying and installing doors and windows for the labor camp and offices, providing catering and accommodation services, supplying prefabricated materials for the labor camp and offices, supplying and planting shrubs and trees, supplying asphalt materials, supplying kerbstone and interlock, stormwater drainage works, and installing metallic gabion stone reinforcement.

The list of contracted enterprises included: Sustainable Energy Development Establishment, Jibal Al-Aqaba Trading Establishment, Asalat Manah Trading,

Jabreen Business Establishment, Tadarees Fahud for Oil & Gas Fields and Works, Amar Industries, Abu Hanan Al-Mahrooqi Trading & Contracting Enterprise, Mazoon Logistics, Khatt Al-Shamal for Advanced Projects, Barka Business Establishment, and Al Traneem Establishment.

The Authority also announced during the forum an initiative to train 15 jobseekers in the textile industry, in a step aimed at enhancing the skills of national cadres and preparing them for the labor market. A business opportunity has also been offered for the management and operation of the temporary stopover station for SMEs in the Special Economic Zone in Al Dhahirah Governorate.

A business opportunity has been offered for the management and operation of the temporary stopover station for SMEs in the Special Economic Zone in Al Dhahirah Governorate

The Authority announced during the forum an initiative to train 15 jobseekers in the textile industry

The agreements represent 27% of the total value of the Phase One package contract, and 60% of the awarded value going to SMEs registered in Al Dhahirah Governorate



## New Special Economic Zones and Free Zones Law: A Legislative Step That Enhances Investment Attraction

Muscat - **الدقم** :

Dr. Ahmed bin Saeed Al Jahwari, legal expert and CEO of Dr. Ahmed bin Saeed Al Jahwari & Partners for Advocacy and Legal Consultancy, affirmed that the Omani economy is now witnessing a new stage of development based on diversifying income sources and attracting high-quality investments, in line with the directions of Oman Vision 2040.

He pointed out that the issuance of the Special Economic Zones and Free Zones Law (Royal Decree 38/2025) represents a qualitative leap in the legal environment governing investment in the Sultanate, and contributes to strengthening its competitiveness and attractiveness to both local and foreign investors.

Al Jahwari told **الدقم** that the new law has come to redefine the features of the investment environment and unify the regulations related to economic zones, ensuring clarity of rules, ease of procedures, and greater confidence in the Omani legal system.

### The Law as a Catalyst for Development

Al Jahwari explained that the government recognizes that establishing integrated economic zones is one of the most important tools for attracting investments due to the facilities and incentives they provide, which make them more appealing to capital. From this standpoint, the Omani legislator ensured that the new law is comprehensive, flexible, and capable of accommodating various types of economic zones in the Sultanate.

He added that the law grants the Public Authority for Special Economic Zones and Free Zones broad powers to manage these zones and supervise their business environment, with precise specification of its mandates to ensure efficiency and transparency in performance. It also stipulates that the establishment of any new zone shall be by Royal Decree specifying its location, boundaries, features, and incentives.

### Key Incentives and Facilities for Investors

Al Jahwari stated that the law introduced a set of advantages considered among the most important tools for attracting investors, including:

1. Unifying incentives and exemptions across all economic and free zones, creating a stable and balanced legal environment.
2. A "one-stop station" system, an integrated electronic platform enabling investors to complete all procedures—licenses, permits, and more—in one



- place and in minimal time.
3. Comprehensive licensing for strategic projects, granting a single license covering all stages of establishment, operation, and management without the need for additional procedures.
4. Flexible tax and customs exemptions granted according to specific criteria tied to achieving economic goals such as job creation, increasing local content, and attracting high value-added projects.
5. Regulating real estate development projects within special economic zones, with permission for freehold ownership of residential units, promoting the growth of integrated urban communities within these zones.

industrial zone, but an integrated economic city that includes a port, airport, refinery, logistics areas, residential districts, and tourism zones.

He stressed that this integration makes Duqm a promising regional hub for investment and reflects the effectiveness of the new legislative framework in transforming economic visions into tangible reality.

### An Integrated Legal Framework

He clarified that Royal Decree (38/2025) does not operate in isolation, but comes within an integrated legislative system that includes the Foreign Capital Investment Law (Royal Decree 50/2019), the new Labour Law (Royal Decree 53/2023), the Real Estate Regulation Law (Royal Decree 79/2025), and the Financial Law (Royal Decree 37/2025).

He confirmed that together, these legislations form a modern legal environment capable of accommodating the needs of a contemporary global economy and providing the necessary legal protection for investors.

### Duqm: A Practical Model of the Law in Action

Dr. Ahmed Al Jahwari noted that the Special Economic Zone at Duqm embodies a practical model for the success of the vision underlying this law. It is not merely an in-

### Balancing Investment Freedom and Regulatory Oversight


From a legal standpoint, the legal expert Dr. Ahmed Al Jahwari added in the course of his remarks, saying: "The new law ushers in a more mature phase in economic regulation in the Sultanate, as it does not grant incentives without conditions; rather, it links exemptions and benefits to achieving tangible economic and social objectives, such as providing job opportunities for citizens and increasing national value-added."

He concluded his remarks by saying: "The Special Economic Zones and Free Zones Law (Royal Decree 38/2025) reflects a careful balance between investment freedom and regulatory requirements, between attracting capital and protecting the public interest. From my legal experience, I believe it represents a genuine shift in the philosophy of economic legislation in Oman, as it not only facilitates investment but establishes a stable legal environment that ensures security for investors and sustainable development for the state."




Dr. Ahmed Al Jahwari: "The law represents a qualitative leap in the legal environment governing investment in the Sultanate and contributes to enhancing its competitiveness and attractiveness."



Eng. Salim Al Dhahli, CEO of Khazaen Economic City, to :

## Khazaen applies the highest environmental standards to attract clean and sustainable investments


**Barka - **:

Khazaen Economic City continues to reinforce its position as a development hub built on the principles of sustainability and environmental protection by adopting clearly defined policies that exclude industrial activities with high environmental impact, enhance green-economy initiatives, and strike a balance between economic growth and environmental responsibility.

In this interview, Eng. Salim bin Suleiman Al Dhahli, CEO of Khazaen Economic City, highlights the most notable efforts and initiatives undertaken by the city in environmental management, attracting sustainable investments, and supporting Oman's direction toward net-zero emissions by 2050.

### City Policy and Vision

Eng. Salim bin Suleiman Al Dhahli, CEO of Khazaen Economic City, confirmed that the city follows a well-defined policy focused on attracting light and medium industries with low environmental impact, while giving utmost priority to preserving the environment and quality of life within the city.

He explained in his interview with :

that "Khazaen" operates within a comprehensive sustainable development vision, based on efficient resource management and the application of the highest approved standards to ensure a safe and balanced economic environment.

### Environmental Initiatives and Projects

Eng. Al Dhahli pointed out that Khazaen hosts several ongoing projects with direct impact on enhancing sustainability and efficient resource management, notably Woqod, a company specialized in collecting and recycling used cooking oil to produce biodiesel, in addition to the National Gulf Paper Products Company, which recycles paper waste to produce egg trays.

He stressed that the city encourages such investments by offering a regulated work environment and facilitation that support the establishment and operation of sustainable activities aligned with Oman's efforts to shift toward a green economy.

### Mechanisms for Evaluating Environmental Performance

Regarding environmental performance assessment, the CEO stated that evaluating companies begins from submission of investment applications, followed by pe-

riodic inspections and review of environmental reports according to the nature of each activity, ensuring early compliance and rectification of observations. All facilities are obliged to comply with the approved environmental requirements within the city and with the standards set by the competent authorities in Oman, in addition to adherence to international standards whenever suitable for the activity. Environmental impact studies are also conducted when necessary, with a focus on attracting Small and Medium Industries with low environmental impact.

### Khazaen's Role in Supporting the Green Economy

Al Dhahli noted that "Khazaen" targets light and medium industries with low environmental footprint, and excludes activities that may cause significant environmental impacts. The master plan follows a sustainable design approach that ensures efficient movement of resources and energy in accordance with the latest global sustainability principles.

### Waste and Emission Management

Regarding industrial waste, Al Dhahli clarified that "Khazaen" applies clear and binding measures. Companies must transport and dispose of their waste through licensed service providers, in accordance with Oman's waste-management requirements. Periodic reports are submitted to the Public Authority for Special Economic Zones and Free Zones, detailing hazardous waste quantities and disposal methods, among other compliance requirements. As for emissions, companies are required to implement control and monitoring systems suitable to their activities, and the city encourages adoption of Best Available Techniques (BAT) to enhance efficiency and reduce environmental impact.



"Khazaen" adopts proactive climate-change mitigation measures, including encouraging the use of solar energy and reducing reliance on traditional resource

National partnerships to enhance scientific research and environmental standards, along with training programs to strengthen sustainability culture among companies and workers

All establishments comply with the approved environmental requirements within the city, which hosts several ongoing projects that directly promote sustainability and resource management

"Khazaen" has an integrated vision for transitioning toward a green economy and supports Oman's efforts to achieve net-zero emissions by 2050

Strict environmental requirements to ensure compliance and environmental protection, with urban planning that reduces carbon footprint and improves energy efficiency

### Awareness and Training Initiatives

Al Dhahli stated that "Khazaen" conducts multiple training and awareness programs, including periodic campaigns in cooperation with government entities and industrial partners, and workshops to introduce companies to international best practices in sustainability and environmental compliance.

The city also coordinates with investors to guide them toward sustainable solutions, including water treatment, waste management, and recycling, in addition to publishing guidelines to promote sustainability culture within "Khazaen."

### Encouraging Environmentally Friendly Investments

The CEO explained that "Khazaen" attracts sustainable investments by hosting projects based on innovation and efficient resource use, including recycling projects, carbon-capture technologies, and lightweight/low-raw-material concrete and blocks, alongside encouraging designs that enhance resource and energy management efficiency. The city also applies the "polluter pays" principle to reduce environmental impact from existing projects.

### Research and Government Partnerships

He noted that "Khazaen" participates in several national programs, among the most notable being the National Program for Developing Omani Soil Standards, in cooperation with the Environment Authority and Sultan Qaboos University, where the city provides necessary data and facilitates sample collection to develop a scientifically based national standard. The city also works to enhance partnerships with various government and research entities to achieve integration in implementing environmental initiatives.

### Net-Zero 2050

Regarding Oman's net-zero ambitions for 2050, Al Dhahli confirmed that "Khazaen" adopts an integrated approach that includes:

- Providing an enabling legislative and regulatory environment, with simplified licensing procedures through a One-Stop Shop.
- Sustainable master planning, with designated areas for solar energy and recycling projects.



- Competitive fees for green projects, and support for initiatives reducing emissions.

- International promotional campaigns to attract companies specializing in clean technologies.

- Support for research and innovation, and attraction of research centers and startups in the green economy.

- Alignment of city plans with Oman Vision 2040 and net-zero objectives.

### Infrastructure and Urban Planning

Al Dhahli clarified that "Khazaen"'s infrastructure enhances resource efficiency and reduces carbon footprint by adopting urban planning methods that minimize travel distances and reduce internal transport within the city.



Eng. Salim Al Dhahli: Pioneering initiatives for recycling and resource management within the city, with future plans to reinforce "Khazaen" as a national model in environmental management

Labor cities have been designed within industrial and logistics clusters, allowing workers to reach their workplaces on foot in less than ten minutes, reducing transport-related emissions.

He added that water and energy networks are designed to minimize losses and support recycling.

### Climate-Change Adaptation

He pointed out that "Khazaen" adopts proactive measures to address climate change, including:

- Resilient urban planning that considers climatic variables.

- Infrastructure capable of adapting to changes in rainfall and rising temperatures.

- Flood-risk mitigation plans and periodic risk assessments.

- Encouraging solar energy use and reducing reliance on traditional sources.

- Awareness programs to improve resource-consumption efficiency among workers and companies.

- National coordination with government entities to align efforts with public policies.

### Future Sustainability Plans

Regarding future plans, Eng. Salim bin Suleiman Al Dhahli, CEO of Khazaen Economic City, revealed that "Khazaen" focuses on further developing environmental management through implementing waste-hierarchy principles, source-segregation of waste, updating environmental standards, and adopting advanced monitoring technologies. The city also works to attract circular-economy and green projects to reinforce its position as a national model of environmental management within economic zones.

Prof. Saeed Al Muharrami to :

# Oman's economy is in a positive transitional phase... and the credit rating reflects improved fiscal management and growing international confidence in reforms

## Muscat - :

Professor Dr. Saeed bin Mubarak Al Muharrami, Member of the Board of Governors at the Central Bank of Oman and Professor of Finance at the College of Economics and Political Science at Sultan Qaboos University, affirmed that Oman's economy in the fourth quarter of 2025 is undergoing a relatively positive transitional phase, supported by economic diversification efforts under Oman Vision 2040, despite pressures arising from reliance on oil and ongoing regional and global challenges.

Al Muharrami told  that the latest estimates by the International Monetary Fund and the Ministry of Finance indicate real GDP growth of 2.9% in 2025, compared to 1.7% in 2024, driven by strong contributions from non-oil sectors such as tourism and manufacturing.

He noted that growth in the second quarter of 2025 reached only 0.6%, as non-oil production increased by 3.2%, while oil production declined by 4.7%.

### Gradual Improvement and a Limited Deficit

Al Muharrami pointed out that Oman's general budget recorded a deficit of 3% of projected revenues for 2025, equivalent to approximately RO 620 million, due to lower oil revenues.

He explained that the deficit in the second quarter reached RO 259 million, as a result of a 5% increase in spending to RO 3.2 billion, compared to a 13% decline in revenues to RO 2.9 billion.

He added that public debt declined to RO 14.1 billion by the end of the second quarter, representing a 2.08% decrease compared to the previous year, reflecting debt-repayment efforts and fiscal reforms.

He also noted that foreign reserves at the Central Bank of Oman remain at comfortable levels, while foreign direct investment has reached RO 30.5 billion to date, enhancing financial stability and investor confidence.

### Indicators of Economic Strength and Stability

Al Muharrami stated that the public debt ratio stands at 36.7% of GDP, alongside

non-oil growth of 3.2%, and rising gold and financial reserves that cover imports for a very adequate period.

He further pointed out that inflation remains low at 0.9%, and that cumulative foreign investment has increased to RO 30.5 billion, recording 100% growth compared to 2020, in addition to achieving a current-account surplus over the past four years, with the average oil price remaining above the fiscal breakeven level for the state budget.

### Fiscal Reforms and Deficit Reduction

Professor Dr. Saeed Al Muharrami stated that fiscal reforms contributed to reducing the budget deficit from 15.2% in 2020 to a 1.3% surplus in 2024, while the public debt ratio declined from 68% to 36.7% of GDP.

He emphasized that these reforms increased non-oil revenues to 32% through taxes, investment returns, and government fees, which helped improve the Sultanate's credit rating.

### Role of the Private Sector and Foreign Investment

Regarding the role of the private sector and foreign direct investment in supporting the national economy in recent years, Al Muharrami noted that the private sector contributed 49.3% of total investment in Oman, generating employment through



Prof. Saeed Al Muharrami: Fiscal reforms reduced the deficit and boosted the credit rating, while the private sector strengthens its role as an active partner in development and investment

privatization and expansion in free zones and industrial cities.

He also confirmed that foreign direct investment reached RO 30.5 billion, representing 100% growth compared to 2020, supported by incentives allowing full foreign ownership and the free trade agreements concluded by the government.

### Economic Viability of Oman Vision 2040 in Diversification

In the context of discussing the economic viability of Oman Vision 2040 in achieving economic diversification and sustainable growth, the Member of the Board of Governors of the Central Bank of Oman and Professor of Finance at the College of Economics and Political Science at Sultan Qaboos University stated that Oman Vision 2040 represents the strategic framework for transforming the national economy toward a sustainable and diversified model, aimed at reducing reliance on oil—which accounts for around 70% of government revenues—by strengthening the logistics, tourism, manufacturing, and renewable energy sectors.

He explained that reports by the International Monetary Fund and the World Bank up to October 2025 confirm that the Vision is progressing at a steady pace and demonstrates high economic viability, despite challenges related to oil prices and the need to accelerate the pace of reforms.

### Implementation of Vision Policies and Progress Indicators

Al Muharrami highlighted how the economic policies under the Vision are translated into measurable progress, stating that 74% of Oman Vision 2040 indicators have achieved progress toward their targets, according to the Fourth Periodic Report of the Vision for 2024–2025, issued by the Vision Implementation Follow-up Unit, which highlighted achievements across various state institutions.

He added that the Sultanate advanced 10 positions globally in the Innovation Index and recorded non-oil growth of 9.05%.

### Key Sectors Driving the Vision

In the same context, Al Muharrami explained that the sectors with the greatest impact on achieving the Vision include manufacturing, logistics, renewable en-

ergy, tourism, agriculture, fisheries, and pharmaceuticals.

He emphasized that achieving the targets of these sectors requires annual investments estimated at RO 1.9 billion, which can be secured through effective public-private partnerships, ensuring a reduction in public spending to 25% of GDP.

### Balancing Sustainability and Growth

Regarding the balance between sustainability and growth, Al Muharrami explained that the Vision achieves this balance by enhancing non-oil revenues, which have reached 32% to date, supported by returns on government investments and taxation.

He noted that the "Estidamah" and "Nazdaher" programs aim to strike a balance between fiscal sustainability and economic growth, whereby fiscal surpluses are directed toward debt repayment and financing green-energy projects.

### Credit Rating Upgrade to BBB-

Al Muharrami stated that the upgrade of Oman's credit rating to BBB- resulted from continued fiscal surpluses since 2021, a reduction in public debt to 36.7%, non-oil growth of 5.3%, and a current-account surplus of 5.5%.

He pointed out that the government's five-year medium-term fiscal plan, along with the clarity of its implementation measures, contributed to strengthening international institutions' confidence in the Omani economy.

### Implications of the Rating and Improved Fiscal Management

Al Muharrami noted that the credit rating reflects improved government fiscal management due to sustained surpluses since 2021, following years of deficits between 2014 and 2020.

He explained that the level of commitment to implementing the medium-term fiscal plan exceeded 90%, earning praise from the International Monetary Fund, the World Bank, and global credit-rating agencies.

### Benefits of the Credit Rating

Al Muharrami explained that the public

sector benefits from the rating through lower costs of issuing bonds and sukuk, enabling savings to be redirected toward development projects in education, health, and social affairs.

He added that the government can now obtain international financing on concessional terms to fund major projects such as Duqm and green hydrogen.

As for the private sector, he noted that increased investor confidence in the national economy leads to new capital inflows and the expansion of existing projects.

### Future Challenges

Al Muharrami stressed that maintaining the credit rating requires addressing potential challenges, foremost among them oil prices falling below USD 60 per barrel, geopolitical risks, global economic slowdown, and delays in certain reforms.

He added that these challenges could raise the fiscal deficit to 2–4% and slow progress toward achieving the target of

reducing public debt to 30% of GDP.

### Promising Sectors Requiring Support

Regarding promising sectors that require support, Al Muharrami stated that sectors in need of direct government support include manufacturing, mining, logistics, tourism, healthcare, renewable energy, and food security.

He emphasized the need to provide tax incentives, invest in infrastructure, and apply local content regulations to accelerate the growth of these sectors.

### Impact of Economic Initiatives on Fiscal Stability

Al Muharrami affirmed that major national initiatives such as Oman Vision 2040, the Medium-Term Fiscal Balance Program, and ongoing reforms will have a strong positive impact on fiscal stability over the next five years, with sustainable economic growth expected to average 3.5% annually.

He noted that these initiatives have strengthened economic diversification and fiscal sustainability, despite challenges related to oil-price volatility.

### Recommendations to Strengthen Confidence and Attract Investment

Al Muharrami concluded his remarks with several recommendations to enhance confidence in the business environment and attract investment, including:

- Maintaining budget surpluses and ensuring that the annual deficit does not exceed 3%.
- Enhancing government transparency across all units.
- Ensuring the stability of economic legislation to build investor confidence.
- Expanding tax exemptions for strategic sectors.
- Granting long-term residency visas to serious investors.
- Streamlining procedures through the "Invest in Oman" platform.
- Supporting renewable energy and tourism as strategic sectors.
- Organizing international forums to attract foreign direct investment.

Gradual fiscal improvement and a limited budget deficit, with stability indicators reflected in low inflation and rising non-oil growth

Oman Vision 2040 moves steadily toward a diversified and sustainable economy, with 74% progress achieved in key indicators

Manufacturing, renewable energy, and tourism lead the economic transformation, while sustainability and growth are balanced through the "Estidamah" and "Nazdaher" programs

The upgrade to a BBB- credit rating reflects global confidence, as Oman's fiscal administration receives international praise

## Agreement to Prepare a Feasibility Study for Establishing the First Car Manufacturing Plant in the Salah Free Zone

Salalah - **الدقم** :

An agreement was signed in the Salalah Free Zone to prepare the technical and economic feasibility study for establishing the first car manufacturing plant in the Wilayat of Salalah in Dhofar Governorate.

The agreement — signed between Salalah Global City Company, one of the operating firms in the zone, and the Chinese “Jiangsu Changhong Intelligent Equipment”, specialized in manufacturing automotive production and assembly lines — reflects global companies’ confidence in Salalah’s investment environment, supported by its advanced infrastructure, strategic location connected to ports and regional markets, and the incentives and facilities it offers to investors across various industrial sectors.

Ahmed Alawi Ba Aqeel, Chairman of the Board of Salalah Global City Company, said that the agreement represents

the first phase in preparing the technical and economic study for the project, noting that its results will be evaluated in the coming period to determine the future implementation stages. He added that cooperation with “Jiangsu Changhong Intelligent Equipment” comes in light of its extensive experience in designing and establishing modern automotive manufacturing plants and assembly facilities.

For its part, the Chinese company affirmed its interest in the Omani market, stating that Salalah’s geographical location and advanced infrastructure form an ideal base for establishing a regional center for vehicle manufacturing and exporting to Middle Eastern and African markets.

“Jiangsu Changhong Intelligent Equipment” is considered one of the leading Chinese companies in developing intelligent systems for industrial equipment and automotive production lines. It has



an extensive track record of cooperation with major global brands such as “BMW,” “Volkswagen,” “Jaguar Land Rover,” “Ford,” and “BYD,” in addition to more than 30 years of experience in building fully integrated automotive factories worldwide.

These projects form part of the national direction to develop an integrated industrial ecosystem for electric vehicles, strengthening Salalah’s position as an industrial and logistics hub and supporting the objectives of Oman Vision 2040, in line with Oman’s efforts to reduce carbon emissions and achieve net-zero by 2050.

## A New Iron Sector Project in Al Buraimi Industrial City with an Investment of RO 10 Million

Al Buraimi - **الدقم** :

Al Buraimi Industrial City, part of the Public Establishment for Industrial Estates “Madayn,” has signed an investment agreement with Sohar Iron & Billets Company to establish a project specializing in producing iron and manufacturing aluminum and iron sheets and extrusions, as well as non-ferrous metals.

The project will be built on an area of 36,000 square meters, with an investment value reaching RO 10 million.

Said bin Abdullah Al Balushi, Director General of Al Buraimi Industrial City, stated that localizing such projects aims to provide new job opportunities for na-

tional talent and contribute to the development of the industrial sector in Al Buraimi Governorate, thereby supporting the national economy and diversifying its sources.

He added that signing the agreement comes as part of a strategic plan to attract more investments, enhance advanced industries in the Sultanate of Oman, and encourage industries that rely on modern technologies, which opens broad prospects for economic growth and supports sustainable industrial transformation.

It is worth noting that the total value of investments in Al Buraimi Industrial City reached more than RO 287 million by the end of the first half of 2025, while the number of concluded invest-



ment contracts reached 1,645, with a total utilized area exceeding 1.7 million square meters, in addition to more than 4.4 million square meters of leasable land.

## Samail Industrial City Localises 19 projects worth OMR 35 million

Samail - **الدقم** :

Samail Industrial City, part of the Public Establishment for Industrial Estates (Madayn), received 26 investment applications during the first half of 2025, of which 19 projects were localised, standing for a total investment of over OMR 35 million.

The projects will be developed on a combined area of more than 470,000 square metres, spanning various sectors including iron, steel, and metal industries, paper products, food production, pipe manufacturing, automotive brake systems, machinery and engine manufacturing, cement products, and the production of doors, windows, and kitchens, among other value-added industries.

Eng. Yasser bin Ibrahim Al Ajmi, General Manager of Samail Industrial City, said that total investments in the city reached over OMR 243 million by the end of the first half of 2025. The leased area stood at 11.89 million square metres out of the city’s total area of 11.89 million square metres.

Speaking to Oman News Agency (ONA), he said that the total workforce in Samail Industrial City reached 3,378 employees by mid-2025, including around 800 people from Oman.

Al Ajmi noted that Madayn continues to implement a number of key infrastructure projects in the city, most notably the water supply project carried out by Nama Water Services at a total cost of OMR 11 million, scheduled for completion in the



first quarter of 2026.

He added that during the first half of 2025, the initial design for the residential city masterplan was completed, and the land plots will soon be offered as an investment opportunity. Similarly, the Medical Fitness Examination Centre building will be launched as an investment opportunity to provide high-quality healthcare services for employees working in the industrial city, as well as residents in the surrounding areas. The centre will include laboratories, clinics, refrigeration rooms, X-ray facilities, and office spaces.

It is worth noting that Madayn inaugurated the infrastructure project for Samil Industrial City in the first half of 2025, reaffirming its developmental role in supporting Oman’s industrial growth and encouraging the private sector’s participation in national economic development in line with Oman Vision 2040. The initiative seeks to enhance competitiveness, create job opportunities, attract local and foreign investment, and integrate artificial intelligence technologies to expand the country’s industrial and productive base.



Eng. Yasser Al Ajmi:  
Total volume of investments in the industrial city reached over OMR 243 million by the end of H1 2025

## Pharma plant to be set up in Sohar Freezone with OMR 7.7m investment

Sohar - **الدقم** :

Sohar Port and Freezone has signed a land lease agreement with the Investment Group for Pharmaceutical Industries (a Free Zone Company), to establish a pharmaceutical and medical supplies factory over an area of 40,000 square metres in the Sohar Free Zone, with total investments of around OMR 7.7 million (\$20 million).

The factory is a joint venture between a group of investors that are from Oman and Algeria’s SPA IMGSA Group, underscoring Sohar Port and Freezone’s success in providing an integrated, investment-friendly ecosystem that supports trade growth in Oman through the adoption of best sustainable practices.

Operations are scheduled to begin in 2027, with the facility designed and built to the highest international standards.



It will feature sterile production lines, advanced quality control laboratories, research and development units, and a specialised training centre to qualify and develop national talent in pharmaceutical manufacturing and quality management. The project will produce a wide range of medical products including antibiotics, oncology treatments, medical gloves, sterile gauze, and other healthcare consumables.

The new facility is expected to enhance

Oman’s industrial landscape by attracting high-value investment in advanced pharmaceutical industries and reinforcing Sohar Port and Freezone’s position as a pivotal regional hub connecting industries to global markets, in line with the commitment of the Sultanate of Oman commitment to sustainable economic growth and Vision 2040 goals.

Dr Tawfiq Houam, Chairman and CEO of IMGSA Group and co-founder of the investment consortium, said the Sohar Freezone was chosen for its strategic location, advanced infrastructure, and integrated ecosystem that supports industrial growth. He added that the Group’s focus extends beyond manufacturing to fostering a holistic environment for research, innovation, and talent development, strengthening Oman’s capacity for healthcare self-sufficiency and advancing pharmaceutical standards in the region.

As One of the Most Vital Drivers of Economic and Industrial Growth in the Sultanate of Oman


# Oman Net Zero Centre

## Supports Sustainability Efforts and Emissions Reduction Across Special Economic Zones, Free Zones, and Industrial Cities

### Muscat - :

Eng. Mohsin bin Sulaiman Al Jabri, Director General of the Oman Net Zero Centre, explained that the Centre plays a pivotal role in supporting sustainability efforts and reducing emissions within special economic zones, free zones, and industrial cities, as these areas are among the most vital drivers of economic and industrial growth in the Sultanate of Oman and among the sectors most in need of emissions-reduction measures.

He noted that the Centre's role is based on direct institutional cooperation with the entities managing these zones, with the aim of ensuring that their projects and operational programmes are aligned with the national net zero pathway. This is achieved through aligning industrial plans with national decarbonisation pathways, promoting the use of clean energy within these zones, cooperating in the implementation of flagship sustainability projects, monitoring performance through the "Meezan" emissions-measurement platform, and building technical capacities through training programmes and workshops targeting employees in these areas.

Al Jabri revealed to  that the national greenhouse gas emissions inventory shows that more than 80% of Oman's emissions originate from four main sectors: oil and gas, energy, industry, and transport. He explained that the Centre is working to gradually reduce these emissions across various sectors in a manner consistent with Oman's economic growth plans, while contributing to the achievement of the country's Nationally Determined Contributions under the Paris Agreement.

### Objectives of Establishing the Centre

Regarding the main objectives behind establishing the Oman Net Zero Centre and its role in supporting Oman's direction

toward achieving net zero by 2050, Eng. Mohsin Al Jabri stated that the core objectives focus on contributing to the implementation of Oman's commitments within global efforts to address climate change and achieve net zero by 2050. This follows Oman's accession to the Paris Agreement on Climate Change on 22 April 2016 and its ratification under Royal Decree No. 28/2019.

He explained that the establishment of the Centre came to lead this national effort in cooperation with relevant entities, in line with Oman's orientation toward transitioning to a low-carbon economy, achieving economic diversification, enhancing In-Country Value, and creating new employment opportunities, in accordance with the priorities of Oman Vision 2040.

He added that the Centre's main objectives are built around three core pillars:



**Eng. Mohsin Al Jabri: The Centre works directly with special economic zones, free zones, and industrial areas to ensure projects align with the national net zero and clean energy pathway**

### First: Developing the National Decarbonisation Pathway

The Centre is responsible for preparing and updating the national net zero plan, including developing sectoral emissions-reduction pathways and assessing mitigation solution projects to ensure their economic feasibility.

It also works to establish an accurate knowledge base that monitors the current and target status of each sector—such as energy, industry, transport, agriculture, and waste—to ensure that emissions-reduction efforts are aligned with the national net zero target.

This pillar also includes preparing the strategic plan for energy efficiency projects, monitoring their implementation across various sectors, and building and qualifying national competencies.

### Second: Developing National Enablers and Strategies for Net Zero

The Centre works on proposing integrated enablers, including the development of laws and regulations, facilitating access to financing from global green finance funds, and activating Article 6 of the Paris Agreement to regulate carbon markets and support emissions-reduction projects.

Third: Supporting and Empowering Government Entities and the Private Sector to Implement Reduction Plans

The Centre leads ongoing coordination efforts between government entities and the private sector to support the implementation of projects related to achieving the interim targets of the updated national net zero strategy for 2035.

It also provides technical support, builds capacities, and implements initiatives to develop digital systems, foremost among them the "Meezan" platform for measuring emissions, enabling data-driven decision-making.

In addition, the Centre implements energy efficiency projects in government build-

ings and supervises their implementation in the private sector.

### Strategies and Plans

With regard to the key strategies and plans adopted by the Centre to monitor the implementation of net zero projects in Oman, Al Jabri explained that the Oman Net Zero Centre adopts a set of integrated strategies that form the executive framework for emissions-reduction efforts.

These strategies include preparing and updating the national transition-to-net-zero plan in coordination with relevant entities, and approving the programmes and executive plans required to achieve net zero targets across various sectors. The Centre also works on establishing advanced digital platforms to monitor emissions, including the "Meezan" platform, which enhances transparency and improves the quality of emissions data.

He added that the Centre also activates green financing mechanisms to support low-carbon projects and works on developing regulatory frameworks for carbon markets, enabling Oman to participate effectively in voluntary carbon markets and compliance markets. This also includes preparing and updating the national energy efficiency plan, monitoring its implementation across different sectors, and proposing necessary improvements in coordination with the competent authorities.

### Centre Projects

Regarding the most important current and future projects being implemented under the net zero plan, Al Jabri stated that the projects led by the Centre include a wide range of flagship initiatives aimed at enhancing Oman's readiness to achieve its climate objectives. These projects begin with developing the "Meezan" platform into a comprehensive and more accurate national system for emissions inventory and monitoring across expanded scopes, moving through the launch of a framework for carbon markets and regulating Oman's participation in international initiatives related to Article 6 of the Paris Agreement, and extending to updating the national net zero strategy to reflect the latest technological and economic de-

velopments across various sectors.

He added that the Centre also provides technical support for national projects that directly contribute to emissions reduction and enhance sectoral readiness to achieve their respective targets. In the field of energy efficiency, the Centre implements pioneering projects, including the "Kafa'a" Programme, aimed at raising national capacities and preparing highly qualified specialists in accordance with the highest international standards in energy auditing.

### Enhancing Energy Efficiency and Reducing Carbon Emissions

On how the Centre contributes to enhancing energy efficiency and reducing carbon emissions across various economic sectors, and its role in fostering innovation and transferring the latest global clean energy and sustainability technologies to Oman, the Director General of the Net Zero Centre explained that the Centre leads the "Kafa'a" Programme. This is a national initiative aimed at training and qualifying 50 male and female students to obtain the internationally recognised Certified Energy Auditor (CEA) certification from the Association of Energy Engineers (AEE).

By empowering the first cohort of Omani professionals with internationally recognised qualifications in energy auditing, the programme establishes a solid national base of expertise capable of conducting energy audits in high-energy-consumption buildings, with the aim of improving their operational efficiency and rationalising energy use. Each participant in this programme will become a certified energy efficiency auditor, playing an effective role in supporting industrial, government, and community sectors by improving en-

ergy efficiency, reducing costs, and cutting greenhouse gas emissions—thereby strengthening Oman's position on the path toward sustainable development and achieving the net zero target.

### Programme Phases:

Participants undergo three integrated training phases covering theoretical and practical aspects through to international certification:

#### Foundational Phase:

Establishing the theoretical principles and scientific fundamentals of energy efficiency.

#### Applied Phase:

Intensive practical training to apply acquired skills in detailed energy audits and analyse their results.

#### Advanced Phase:

Preparing participants to sit for the international CEA examinations under the supervision of the Association of Energy Engineers (AEE) and obtain official certification as certified energy efficiency auditors.

#### Programme Duration:

Six weeks of intensive training.

#### Implementing Entities:

The Ministry of Energy and Minerals, represented by the Oman Net Zero Centre, in cooperation with Sultan Qaboos University, represented by the Sustainable Energy Research Centre, and with the support of the Ministry of Labour.

### Carbon, Hydrogen, and Low-Carbon Product Certificates

Eng. Mohsin bin Sulaiman Al Jabri concluded by highlighting the Centre's role in relation to carbon, hydrogen, and low-carbon product certificates. He explained that the Centre is responsible for accrediting and registering applications for carbon credit trading locally, as well as coordinating these processes internationally in accordance with the carbon crediting policy framework.

The Centre also manages the procedures for issuing carbon, hydrogen, and low-carbon product certificates—from review and auditing through to issuance—in coordination with the Ministry of Finance and the Environment Authority, prior to their official approval and issuance.

More than  
**80%**  
of Oman's emissions originate from the oil and gas, energy, industry, and transport sectors

The cumulative investment volume in the Al Mazunah Free Zone exceeds RO **140** million



The zone attracts 13 new projects with investments amounting to RO 420,000

Al Mazunah - :

The Al Mazunah Free Zone attracted 13 projects this year with a total investment of RO 420,000, bringing the cumulative investment volume in the zone to more than RO 140 million by the end of October of last year.

Eng. Ahmed bin Khamis Al Kasbi, Director General of the Al Mazunah Free Zone, stated that the number of signed lease agreements in the zone has reached 144, covering industrial, service, and commercial activities. He added that the zone's administration seeks to attract investments in the industrial sector to ensure sustainability in the investment movement.

He explained that the zone is currently finalizing preparations for the operation of the livestock quarantine in cooperation with the Ministry of Agriculture, Fisheries, and Water Resources, with the trial operation expected to begin during the fourth quarter of this year.

He pointed out that 80% of the desalination plant project has been completed, and it is expect-

ed to begin operation before the end of the year as part of efforts to develop the zone's infrastructure.

He added that this year, the zone reviewed and cancelled several lease agreements whose investors failed to comply with the approved implementation schedule for their projects. He noted that the zone witnessed a 21.7% increase in the volume of incoming and outgoing goods during the first three quarters of this year compared to the same period last year, receiving various types of goods with a total weight of more than 228,500 tonnes. Meanwhile, the number of imported and exported vehicles through the free zone increased by 40% from last year, reaching 5,765 vehicles by the end of October 2025.

He further noted that the Al Mazunah Free Zone has issued a tender announcement for the management and operation of the duty-free market for specialized companies, with the aim of enabling direct sales and providing services to travelers crossing the border between the Sultanate of Oman and the friendly Republic of Yemen.

More than 228,500 tonnes of goods pass through the Al Mazunah Free Zone by the end of October 2025



Crafting a Growth Story at the Heart of Industrial Transformation

More Than RO **3.8** Billion of OQ Investments in the Special Economic Zone at Duqm



The In-Country Value (ICV) of the Group's projects and partners exceeded RO 604 million between January 2024 and June 2025

Local spending reached RO 385 million, accounting for 64% of total expenditure

The Group allocated RO 13.8 million to support SMEs and RO 9.2 million to companies registered with Riyada

OQ strengthens its role in shaping a renewed economy built on innovation and industrial integration, making Duqm a pivotal hub for energy and sustainable development in the region

OQ Gas Networks operates a feed station connected to a 221-kilometer pipeline with a capacity of 25 million cubic meters per day

Duqm - :

OQ's investments in the Special Economic Zone at Duqm exceed RO 3.8 billion, while the In-Country Value generated by its projects has surpassed RO 604 million, narrating a national success story that embodies Oman's vision to build a diversified and sustainable economy.

When Duqm is mentioned, OQ is recalled—the global energy investment group whose presence has laid the foundations of an Omani industrial landscape that goes beyond energy into broader horizons of growth and innovation. Through investments exceeding RO 3.8 billion, OQ has crafted a growth narrative that is reshaping Oman's industrial scene—from advanced energy projects to downstream industries and logistics services—leading the journey of economic diversification, strengthening competitiveness, and contributing to the objectives of Oman Vision 2040 in building a sustainable economy positioned as a global leader in industry and clean energy.

The Refinery... A Cornerstone of Industrial Renaissance

Duqm Refinery, a joint venture between OQ and Kuwait Petroleum International, stands as a key pillar of Oman's industrial renaissance, with investments exceeding RO 3.5 billion and a production capacity of 255,000 barrels per day.

The refinery has marked a transformational milestone for OQ, exporting more than 560 shipments to global markets since full commercial operation, without recording any operational in-

cidents—reflecting the highest standards of safety and performance. It also passed the lenders' reliability test within just ten months, confirming its operational readiness and global competitiveness.

Thanks to this outstanding performance, the refinery has strengthened Duqm's position as an advanced industrial destination capable of attracting strategic investments and turning Oman's resources into sustainable development opportunities.

Ras Markaz... Oman's Gateway to Global Energy Markets

Along Duqm's expansive coastline lies the Ras Markaz Crude Oil Storage Terminal owned by Oman Tank Terminal Company (OTTCO), one of the largest crude storage facilities in the Middle East, with a total capacity of 26.7 million barrels, including 5.2 million barrels dedicated to Duqm Refinery.

Since beginning operations in 2023, the terminal has handled over 176 million barrels of crude oil through 98 tankers, enhancing Duqm's standing as a central hub for energy trade regionally and globally.

The project benefits from a strategic location along major international shipping routes in the Arabian Sea, giving it a competitive advantage in exporting energy to Asian and African markets. OTTCO has also established strategic partnerships, including with Royal Vopak (Netherlands) to develop integrated storage facilities, and with SOMO (Iraq) to establish a joint logistics venture—strengthening regional cooperation and positioning Oman as a global hub for energy trade.



# 26%

Operations scheduled to begin in the first half of 2027

## Project Completion of Jindal Steel Duqm Plant, with Investments Exceeding USD 3 Billion



### Duqm -

Jindal Steel continues to make progress in implementing its green steel plant project at the Special Economic Zone at Duqm (SEZAD), with the project achieving a completion rate of approximately 26% by the end of June 2025. The plant is considered one of Oman's sustainable industrial projects, as it plans to utilize green hydrogen in the future for production processes to manufacture low-emission steel destined for European markets.

#### Project Target and Production Capacity

The project is being developed over an area of 2 square kilometres within the Port of Duqm masterplan, with operations expected to begin in the first half of 2027. The initial production capacity will be 2.5 million tonnes annually, increasing to a maximum of 5 million tonnes per year.

The project targets exporting most of its production to European markets to support green industries, such as eco-friendly automotive manufacturing and sustainable industrial applications. It will support the national economy and strengthen Duqm's position as a global industrial hub, with Omanisation expected to exceed 55% in the future, in addition to creating broad opportunities for SMEs and reinforcing the business ecosystem in Oman.

The project, with investments exceeding USD 3 billion, is being implemented by Vulcan Green Steel, a subsidiary of

Jindal Shadeed Iron and Steel, with a final production capacity of up to 5 million metric tonnes annually. The company plans to complete construction works in 2026 in preparation for commercial operations beginning in 2027.

#### Reduction of CO<sub>2</sub> Emissions

The complex aims to reduce carbon dioxide emissions by up to 85% compared to the global average, reinforcing Oman's efforts toward environmentally friendly industrial development. Duqm was selected due to the availability of major renewable energy projects under development that will contribute to the production of green hydrogen in the future, as well as other projects dedicated to supplying the area with clean energy.

The complex will initially operate using natural gas until renewable energy sources become fully available, with raw materials imported and processed into iron that serves the needs of various industrial sectors. The project has attracted global interest, with negotiations underway with an international corporation to become one of the primary customers for its green iron output.

The project is expected to support global green industries and meet the needs of sectors such as automotive manufacturing, wind turbines, and consumer goods, while achieving annual reductions of up to 12 million tonnes of CO<sub>2</sub> emissions, and enabling a gradual transition from natural gas to 100% green hydrogen.

The project covers an area of 2 square kilometres, with an initial production capacity of 2.5 million tonnes per year, increasing up to a maximum of 5 million tonnes annually.

The project targets exporting most of its output to European markets in support of green industries.

Omanisation is expected to exceed 55%, in addition to creating broad opportunities for SMEs.

The complex will initially operate using natural gas until renewable energy sources become fully available



Saleh Nabhan Al Mamari  
Editor-in-Chief of Duqm Economist Magazine

## Oman Vision 2040: From Strategic Planning to Integrated Economic Impact

Oman Vision 2040 is no longer merely a guiding document or a theoretical development framework for the country; it has transformed into a comprehensive national project measured by figures, with its targets translated into practical performance indicators that steer the national economy towards deeper diversification, sustainability, and future-readiness — marking its transition from planning to tangible impact.

In my view, the Vision has established a model of strategic governance based on the integration of planning, implementation, and evaluation, linking the performance of government entities to precise and publicly available national and international indicators, ensuring alignment between objectives and outcomes. Some may see this approach as an organizational choice, but in reality, it is a necessity imposed by global economic transformation and the accelerating pace of regional competitiveness.

It can therefore be said that the Vision is on the path to success by building an integrated delivery ecosystem. It has activated 64 offices dedicated to monitoring implementation across various entities, launched coordination platforms and ministerial committees that reinforce integration and reduce duplication, and adopted periodic reports that provide society with a transparent and public snapshot of what has been achieved and the challenges encountered.

A review of performance indicators shows tangible progress, with nearly 75% of Oman Vision 2040 indicators improving — particularly in innovation, governance, environment, and anti-corruption — reflecting the translation of institutional reform into measurable, positive outcomes. The Sultanate of Oman has also recorded significant advancement in related international indices, enhancing its competitive standing and affirming the effectiveness of its public policies.

At the heart of these transformations lies the priority of economic diversification and fiscal sustainability. The contribution of non-oil sectors has risen to more than 72% of GDP, a clear indicator of the success of efforts to reduce oil dependency and build an economy grounded in knowledge, industry, and technology. Foreign investment has grown by 18% to exceed RO 30 billion, reflecting investor confidence in the country's economic environment.

Economic zones, free zones, and industrial cities have emerged as key engines of this transformation, evolving from mere geographical sites into fully integrated development platforms. Among their major achievements is the establishment of a database of projects under negotiation — comprising 180 projects by the end of 2024, with an estimated value exceeding RO 11.5 billion — underscoring their growing role in attracting high-quality investments and strengthening national value chains.

Meanwhile, the logistics sector has become one of the most prominent manifestations of Oman Vision 2040 in practice — no longer a traditional service sector, but a primary engine of economic growth and a key pillar in enhancing Oman's regional and international competitiveness. Strategic planning and targeted investment have driven a qualitative shift in the transport and logistics ecosystem, reflected in infrastructure, operational efficiency, governance, and future readiness.

Investments in the logistics sector have reached approximately RO 3.3 billion in logistics sector investments — achieving over 130% of the 2025 investment target, while its contribution has reached around 6% of GDP — affirming its growing role as a primary pillar of the national economy.

Omani ports — notably Salalah, Sohar, and Duqm — have witnessed strategic expansions that increased capacity and enhanced competitiveness. The capacity of Salalah Port has risen to 6 million twenty-foot equivalent units (TEUs), while Duqm Port has recorded accelerating growth in cargo volumes, positioning it as a promising logistics hub serving regional and global supply chains.

Oman Vision 2040 has successfully transitioned from planning to action — from ambition to impact — through a framework that integrates governance, economic diversification, and the empowerment of high-potential sectors, foremost among them the logistics sector. With continued investment momentum, policy integration, and an expanding role for the private sector, Oman is confidently advancing towards consolidating its position as a competitive economic and logistics hub regionally and globally, while building a more prosperous and sustainable future for generations to come.

Economic zones, free zones, and industrial cities have emerged as some of the most important drivers of this transformation, evolving from mere geographical locations into integrated development platforms — among their notable achievements is the establishment of a database of projects currently under negotiation

# أبرز إنجازات الهيئة العامة للمناطق الاقتصادية الخاصة والمناطق الحرة 2025

## Key Achievements of the Public Authority for Special Economic Zones and Free Zones in 2025



### 01 Growth in Investments

- The total investments in special economic zones, free zones, and industrial cities reached RO 22 billion by the end of June 2025.
- A total of 138 new investment contracts were signed in the first half of 2025, with a combined value of RO 1.049 billion, with the industrial sector accounting for 97% of these investments.

01



02

### 02 Sector Diversification Strategy

- The Authority seeks to attract investments in diverse sectors such as manufacturing, renewable energy, advanced technologies, food and pharmaceutical industries, and logistics services.
- Development of specialized industrial clusters, including: industrial aluminum in Sohar, cold-chain logistics in Duqm, and industrial gypsum in Shaleem.

03

### 03 Special Economic Zones Law

- The Authority seeks to attract investments in diverse sectors such as manufacturing, renewable energy, advanced technologies, food and pharmaceutical industries, and logistics services.
- Development of specialized industrial clusters, including: industrial aluminum in Sohar, cold-chain logistics in Duqm, and industrial gypsum in Shaleem.

### 06 Agreement to Develop the Al Rawdah Special Economic Zone

- The Public Authority for Special Economic Zones and Free Zones signed an agreement with Mahdha Development Company (an Oman-UAE partnership) to develop and operate the first phase of the Al Rawdah Special Economic Zone in Mahdha, Al Buraimi Governorate.

06



07

### 07 Agreements for the Al Dhahirah Special Economic Zone

- Signing of seven agreements and memorandums of understanding for the development of the zone, valued at over RO 22 million. These include the implementation of main roads and stormwater drainage systems (Package 1) of the master plan, in addition to providing consultancy services and investor support.

08

### 08 Agreements in Salalah Free Zone

- Signing of an usufruct agreement for a project to produce advanced battery chemical materials, by GFL Energy, a subsidiary of Inox GFL Group, in Salalah Free Zone, with an investment exceeding RO 188 million.



05

### 05 Establishment of Two New Special Economic Zones

- Issuance of Royal Decree No. (87/2025) establishing the Special Economic Zone in Al Dhahirah Governorate.
- Issuance of Royal Decree No. (88/2025) establishing the Special Economic Zone in Al Rawdah.

04

### 04 Strengthening Infrastructure in the Zones

- Development of advanced infrastructure across special economic, free, and industrial zones, including modern ports, airports, upgraded road networks, and integrated logistics areas.
- Digital transformation within the zones supports innovation and smart industrial solutions.



These achievements reflect the Authority's sustained efforts to enhance the investment environment in the Sultanate of Oman and support the objectives of Oman Vision 2040 through the development of advanced economic zones and attraction of strategic and diversified investments.

### 06 توقيع اتفاقيات المنطقة الاقتصادية الخاصة بالروضة

- وقّعت الهيئة العامة للمناطق الاقتصادية الخاصة والمناطق الحرة وشركة محضة للتطوير (شراكة عُمانية إماراتية) اتفاقية تطوير وتشغيل المرحلة الأولى من المنطقة الاقتصادية الخاصة بالروضة، بولاية محضة بمحافظة البريمي.

06

### 07 توقيع اتفاقيات المنطقة الاقتصادية الخاصة بالظاهرة

- توقيع 7 اتفاقيات ومذكرات تفاهم للمنطقة الاقتصادية الخاصة بمبلغ يزيد عن 22 مليون ريال عماني ومنها اتفاقية تنفيذ الطرق الرئيسية ونظام تصريف المياه السطحية (الحزمة الأولى) للمخطط الرئيسي بالمنطقة وتقديم استشارات ودعم للمستثمرين.

07



08

### 08 توقيع اتفاقية المنطقة الحرة بصلالة

- اتفاقية حق انتفاع لمشروع المواد الكيميائية المتقدمة للطائرات الكهربائية الذي تعتزم تنفيذه شركة جي إف سي إل للطاقة الكهربائية التابعة لمجموعة انوكس جي أف آل العالمية بالمنطقة الحرة بصلالة باستثمار يتجاوز 188 مليون ريال عماني.



09

### 09 الترويج العالمي للمناطق الاقتصادية

- الهيئة انضمت إلى المنظمة العالمية للمناطق الحرة لتعزيز مكانة سلطنة عمان دولياً كوجهة استثمارية مرنة ومتطورة.
- حازت المنطقة الحرة بصحار ضمن أفضل ثلاث مناطق حرة عالمياً في مجلة الاستثمار الأجنبي المباشر التابعة لمجموعة فايننشال تايمز البريطانية.
- تنفيذ 29 فعالية ترويجية خلال النصف الأول من 2025، بما في ذلك المنتدى العُماني الهندي والمنتدى العُماني الأفريقي.

10

### 10 المنتديات الاقتصادية والاتفاقيات الاستراتيجية

- عقد منتدى الدقم الاقتصادي 2025 الذي شهد توقيع عدد من الاتفاقيات المهمة في قطاعات الطاقة، الصناعة، واللوجستيات.
- توقيع اتفاقية لتأسيس شركة متخصصة في إدارة سلسلة التوريد لقطاع الطاقة مع «تنمية طاقة عمان» و«سوميتومو كوربوريشن» اليابانية.

05

### 05 إنشاء منطقتين اقتصاديتين جديدتين

- إصدار المرسوم السلطاني رقم (2025/87) بإنشاء المنطقة الاقتصادية الخاصة في محافظة الظاهرة
- إصدار المرسوم السلطاني رقم (2025/88) بإنشاء المنطقة الاقتصادية الخاصة في الروضة.

04

### 04 تعزيز البنية الأساسية في المناطق

- تطوير بنية أساسية متقدمة في المناطق الاقتصادية والحرة والصناعية شملت موانئ ومطارات حديثة، وشبكة طرق متطورة، ومناطق لوجستية متكاملة.
- التحول الرقمي في هذه المناطق يدعم الابتكار والصناعة الذكية.

10

### 10 المنتديات الاقتصادية والاتفاقيات الاستراتيجية

- عقد منتدى الدقم الاقتصادي 2025 الذي شهد توقيع عدد من الاتفاقيات المهمة في قطاعات الطاقة، الصناعة، واللوجستيات.
- توقيع اتفاقية لتأسيس شركة متخصصة في إدارة سلسلة التوريد لقطاع الطاقة مع «تنمية طاقة عمان» و«سوميتومو كوربوريشن» اليابانية.



### زيادة الاستثمارات

- بلغ إجمالي الاستثمارات في المناطق الاقتصادية الخاصة والمناطق الحرة والمدن الصناعية حتى نهاية يونيو 2025 نحو 22 مليار ريال عماني.
- تم توقيع 138 عقدًا استثماريًا جديدًا في النصف الأول من 2025 بقيمة 1.049 مليار ريال عماني، مع استحواد القطاع الصناعي على 97% من الاستثمارات.

01



02

### 02 استراتيجية تنوع القطاعات

- الهيئة تسعى إلى جذب استثمارات في قطاعات متنوعة مثل الصناعات التحويلية، الطاقة المتجددة، التقنيات المتقدمة، الصناعات الغذائية والدوائية، والخدمات اللوجستية.
- تطوير تجمعات صناعية متخصصة مثل الألمنيوم الصناعي بصحار، سلاسل التبريد في الدقم، والجبس الصناعي في شليم.

03

### 03 قانون المناطق الاقتصادية الخاصة

- إصدار المرسوم السلطاني رقم (38/2025) لتطوير بيئة أعمال شفافة ومتطورة، يتضمن تبسيط الإجراءات، وتقديم حوافز ضريبية وجمركية.
- يعزز القانون من الاستثمارات النوعية، خصوصًا في التطوير العقاري بنظام التملك الحر.

هذه الإنجازات تُظهر الجهود المستمرة للهيئة في تعزيز البيئة الاستثمارية في سلطنة عمان، وتحقيق أهداف رؤية عمان 2040 من خلال تطوير مناطق اقتصادية متطورة، وجذب استثمارات استراتيجية ومتنوعة.