



Liquid Bulk Berth Project in Duqm Port

Stephan
Aumann (CEO)
Of (ODC):
Endless
ambition to
make Duqm an
international
hub for maritime
maintenance



The Successful Promotional Campaign in China & India





18
November

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we at SEZAD Congratulate

His Majesty Sultan Qaboos bin Said

— May Allah protect him —

& pray to Allah almighty to perpetuate his Majesty the Sultan continued health and wellness. We also congratulate the people of Oman on this occasion and renew our pledge of loyalty to continue giving and constructing towards a vibrant future for the people of Oman.

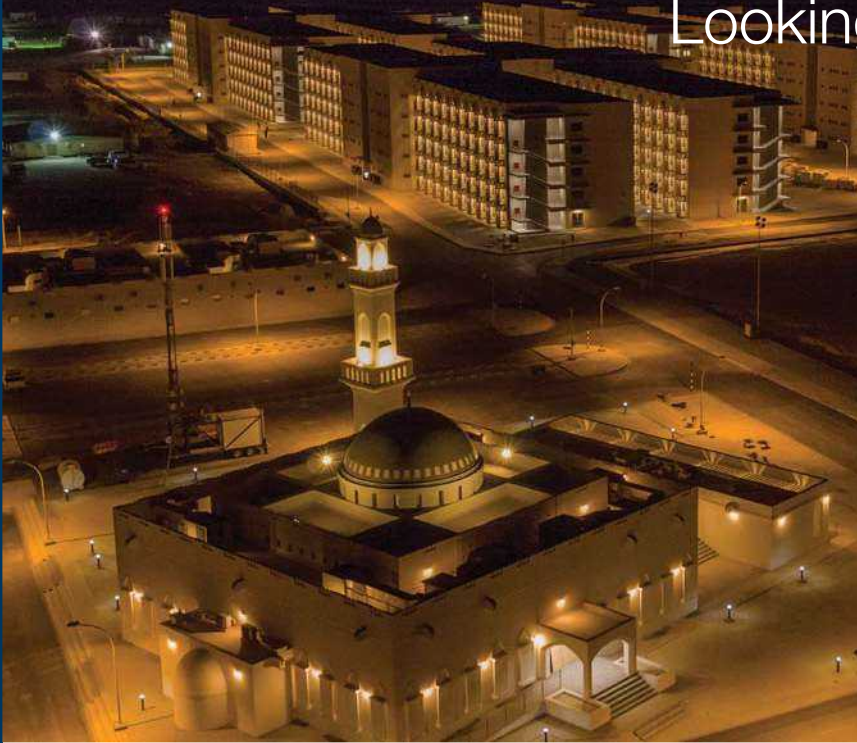
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Investment Promotion and Diversification

This issue of Duqm Economist magazine covers diverse topics that reflect the developments in the Special Economic Zone in Duqm (SEZD) during the third quarter of this year. It provides a brief overview of the main achievements of the Special Economic Zone Authority in Duqm (SEZAD) and our partners to make SEZD an oasis for local and foreign investments.

The promotional campaign of SEZD in China and India has been the focus of attention reflecting SEZAD desire to increase investments on the one hand and diversify them on the other as part of its vision to achieve SEZD objectives. These visits helped SEZD attract the attention of investors and businesspersons in China and India. The memorandum of understanding (MOU) signed by Duqm Development Company SAOC (Tatweer) with Adani Ports Company of India and other MOUs signed by Wanfang Oman Company with Chinese companies and the Federation of Petrochemical Industries in China, reflect the interest in SEZD as one of the investment options available to investors abroad.

However, in its external pursuits, SEZAD still pays attention to the local investor. During the past years, SEZAD held induction seminars in a number of the Sultanate's governorates and participated in the various seminars, conferences and exhibitions held in the Sultanate. SEZAD also organizes a variety of visits for local investors to Duqm to explore available investment opportunities. Through these efforts, which do not focus on a particular investor, we can diversify investments and achieve coexistence and integration among different cultures and nationalities in SEZD.

In the context of attracting local and foreign investments, the Real Estate Development Regulation recently issued aims at encouraging citizens and expatriates to stay in Duqm by providing the legislative environment that encourages investment in this vital sector. For example, the new Regulation allows all those interested to purchase usufruct in real estate units offered by developers for sale up to renewable 50 calendar years. In addition, SEZAD has been keen to provide adequate spaces for real estate development ventures to allow investors to establish high value projects.

This issue also includes a number of interviews and news stories that reflect the efforts of our partners in SEZD, such as Duqm Refinery, Dry Dock, Duqm Port and Oman Oil Company let alone the other companies involved in the development and construction efforts. We look forward to working together to achieve the Government's goals of establishing SEZD on one of the most important international shipping lines.



Yahya Bin Said Al Jabri
General Supervisor



The memorandum of understanding (MOU) signed by Duqm Development Company, reflect the interest in SEZD as one of the investment options available to investors abroad

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Sultanate and Korea Discuss Cooperation in SEZAD Development



Muscat - :

H.E. Mr. Yahya bin Said bin Abdullah Al-Jabri, Chairperson of the Board of Directors of the Special Economic Zone Authority at Duqm (SEZAD), received H.E. Son Byeong-Suk, Vice Minister of Land, Infrastructure and Transport (MOLIT), Republic of South Korea, in his office at Knowledge Oasis Muscat (Wednesday, 20 September 2017).

The delegation accompanying H.E. Son Byeong-Suk included senior Korean officials and representatives of Korean companies in the petrochemical, IT, infrastructure, energy and railway sectors.

During the meeting, both sides discussed cooperation in the development of SEZAD. The Korean side was acquainted with the projects in the the Special Economic Zone in Duqm (SEZD) in terms of infrastructure and private sector investments.

H.E. Al-Jabri welcomed the desire of the Korean side to invest in SEZD and highlighted its advantages and the incentives offered by SEZAD to investors

For his part, H.E. Son Byeong-Suk expressed his admiration for the development

plans witnessed by the Sultanate and the progress achieved in various fields, referring to the economic cooperation between the two countries and the desire of the Korean side to develop it to broader horizons.

During the meeting, the Korean side gave an overview of the Korean economy, the potential of Korean companies, particularly in the ICT and infrastructure sectors, and South Korea's efforts in the field of smart cities. The Korean side expressed hope that the Sultanate would benefit from the progress made by Korea in this field.

SEZAD provided a presentation of SEZD and its strategic location on the Arabian Sea overlooking the Indian Ocean and its proximity to the international shipping lines, advantages and incentives offered by SEZAD to investors, and availability of large plots of land to invest in Industrial and commercial sectors, building hotels and resorts, real estate development and logistics services.

At the end of the meeting, the two sides expressed their desire to strengthen the existing cooperation between them and participate in a number of economic projects for the benefit of the two friendly countries.

During the presentation & review the potential of Korean companies in the field of smart city construction



Provides for the use of certain facilities in Duqm

Oman and UK sign an MOU supplement



Sayyid Badr and Michael Fallon exchange MOU documents

Muscat -

The Government of the Sultanate, represented by the Ministry of Defense, and the Government of the United Kingdom of Great Britain and Northern Ireland, represented by the Ministry of Defense, signed a supplement to their Memorandum of Understanding (MOU) concerning the use of certain facilities in the Special Economic Zone in Duqm (SEZD) (seaport and dry dock). This use shall be for mutual benefit purposes, such as training, military exercises, UK fleet visits and logistical support.

This followed official talks in Muscat between H.E. Sayyid Badr bin Saud bin Harib Al-Busaidi, Omani Minister in charge of Defense Affairs, and Michael Fallon, the British Defense Minister.

H.E. Nasser bin Mohammed Al-Rasbi, Secretary General in the Ministry of Defense, Lieutenant General Ahmed bin Harith Al-Nabhani, Chief of Staff of the Sultan's Armed Forces, attended the meeting on the Omani side, while the British Ambassador to the Sultanate and the accompanying delegation attended on the British side.

In addition, H.E. Dr. Ahmed bin Mohammed Al-Futaisi, Minister of Transport and Communications, and H.E. Yahya bin Said Al-Jabri, SEZAD Chairperson, attended the signing ceremony.

Appreciated efforts of the Sultanate

H.E. Michael Fallon, the British Minister of


Defense, praised the Sultanate's role under the leadership of His Majesty Sultan Qaboos bin Said in easing tension and its obvious contribution to enhancing security and stability in the region. He commended the Sultanate's foreign policy in dealing with all issues asserting that peacemakers, such as the Sultanate, are exerting vigorous efforts to resolve the thorny differences between the various conflicting parties and bring them to the dialogue table.

Constructive cooperation

Fallon indicated that the main objective of his visit to the Sultanate was to sign a memorandum of cooperation between the Sultanate and the United Kingdom in order to use some facilities of Duqm Port to enhance cooperation between the armed forces in both countries.

H.E. asserted that this memorandum reflects Britain's commitment to constructive cooperation with the Sultanate, praising the remarkable development in Duqm in general and its port in particular, which will contribute to strengthening the Omani economy and enable the armed forces in both countries to carry out joint military exercises.

Fallon also pointed out that his visit to the Sultanate aims to strengthen the existing bilateral relations between the two friendly countries, which have witnessed remarkable development in many fields, pointing out that the Sultanate and Britain have deep-rooted historic relations.


Use of Duqm Port and Dry Dock for mutual benefit, such as training, logistics and fleet visits


British Defense Minister: MOU reflects Britain's commitment to constructive cooperation with Oman

Signing Construction Agreement for Liquid Bulk Berth Project in Duqm Port



During Signing Construction Agreement

The project prepares port for exporting refined products ... with a cost of OMR 199.1 million Rials

Implementation of marine infrastructure works and deepening of port basin to 18 meters

Muscat - :

The Special Economic Zone Authority in Duqm (SEZAD) signed on August 30, 2017 an agreement with Boskalis Westminster (Oman) LLC for the construction of the liquid Bulk Berth Project at Duqm Port at a cost of OMR 199.1 million Riyals. The new agreement prepares Duqm Port to export liquid refined products and enhance its value in national economy.

H.E. Yahya bin Said bin Abdullah Al-Jabri, Chairperson of SEZAD, signed the agreement on behalf of SEZAD and Mr. Neil Haworth, General Manager, on behalf of Boskalis Westminster (Oman) LLC.

According to the Agreement, Boskalis Westminster (Oman) LLC will carry out detailed engineering designs, construction of marine infrastructure, and dredging and reclamation works, while Worley Parsons Engineering will oversee the engineering and construction works of the

project scheduled to be ready within 32 months from the date of awarding. The execution of the project shall be through a unified team of specialists from SEZAD, Worley Parsons Company, and Duqm Refinery Company.

Under the Agreement, 2.4 km of the 4.6 km of secondary wave breakwater will be developed and reclaimed for the construction of the liquid quay, and the dual berth marina will be constructed with accessories and navigation equipment.

Dredging of 26 million cubic meters

The Agreement works also include excavation of about 26 million cubic meters of material for the works of deepening the basin and track channel at the port, which leads to the liquid dock to reach 18 meters. About 5 million cubic meters of these materials shall be used to reclaim and fill the site dedicated to the quay.

The Agreement also provides for the



Part of construction work



construction of the quay wall of 1 kilometer and installation of buoys and navigational aids devices.

Oil Tanks

After completion of the project, oil tanks and warehouses for bulk materials and facilities will be built by Duqm Refinery, on the reclaimed land area to export refined products from Duqm Refinery and Petrochemical Industries Area. Examples of refined products to be handled at the Berth shall be naphtha, jet fuel, diesel, High Sulfur Fuel Oil (HSFO) and liquefied petroleum gas, coke and sulfur.

Continuous works

Duqm Port is currently witnessing the implementation of a number of infrastructure projects, including the establishment of commercial terminal of commercial quay, which includes the construction of roads and commercial gateway of com-

mercial dock, inspection area, trucks registration building, Port single-window building, customs building and other buildings related to the clearing work of commercial terminal. The Port also witnesses the construction of the commercial quay for the collection of containers and construction of buildings and workshops for the operation of the dock, cranes and service roads on the dock, in addition to the infrastructure of the government berth, the first integrated berth implemented in the Omani ports to serve government agencies.

Duqm Port has a unique geographical location close to the international shipping lines and African and Asian markets. It has also an advanced infrastructure. The total length of breakwater is about 8.7 km. The depth of the Port basin is 18 meters and the entry channel is 19 meters. This would qualify the Port to receive and handle giant container vessels.

Development and reclamation of 2.4 km of the area adjacent to the secondary wave breaker... and dredging works reach up to 26 million cubic meters





Construction of the main processing units of the Refinery within the first package of the project

Construction of facilities for the storage and export of liquid and bulk petroleum products at Duqm port

Duqm Refinery announces the Intention to Award its Engineering, Procurement and Construction EPC contract

Muscat -  :

Following a competitive tendering process; Duqm Refinery announced its intention to award its engineering, procurement and construction (EPC) contracts to build and deliver its Refinery in the Special Economic Zone at Duqm.

Duqm Refinery's EPC scope of work has been divided into three separate packages. The scope of EPC 1 includes the process units of the Refinery, this is where the technology behind the Refinery will be deployed. EPC 2 consists of the utilities and offsite facilities required to support the operation of the Refinery including office buildings etc. EPC 3 encompasses the product export terminal in Duqm Port, the Duqm Refinery dedicated crude storage tanks in Ras Markaz

and the 80 km interconnecting pipeline from these crude tanks to Duqm Refinery.

Following a prequalification process "Invitation to Tender" documentation was issued in November 2015 in respect of EPC Package 1 and EPC Package 2 and separately in December 2016 for EPC Package 3.

Awarding contracts of the three packages

The tenderers comprised of a combination of joint ventures, alliances, and sole entities capturing many international companies. The technical and commercial submissions from all tenderers were subjected to a detailed, stringent and structured evaluation procedure. Following the conclusion of the process Duqm Refinery announces the intention to award the three package as follow:





- EPC Package 1 Process Units to a Joint Venture of Técnicas Reunidas S.A. and Daewoo Engineering & Construction Co., Ltd
- EPC Package 2 Utilities and Offsites to a Joint venture of Petrofac International Limited and Samsung Engineering Co Limited
- EPC Package 3 Offsite Facilities to Saipem SpA.

Completion of Refinery site levelling works

In parallel to the tender process, Duqm Refinery successfully completed the preparation of the refinery site in order to allow the EPC contractors to optimize the construction schedule. This scope of work included the excavation and compaction of over 12 million m3 of soil required to level the site for the construction of the refinery. A workforce of over 1300 individuals was engaged with 850 pieces of equipment deployed for the completion. The project achieved 3 million safe man hours.

Consultancy works

Additionally Duqm Refinery also announces that Amec Foster Wheeler (AFW) shall be appointed as the Project Management Consultant for the EPC Phase of Duqm Refinery to provide management personnel who together with the staff of Duqm Refinery shall form an Integrated Project management Team for the project.

A vital project

Duqm Refinery project is one of the key projects to be implemented in the Special economic Zone of Duqm. It will serve as the starting point that will ultimately transform the Duqm area into one of the most important industrial and economic hubs regionally.

Duqm Refinery and Petrochemical Industries Company L.L.C is a Joint Venture (JV) between Oman Oil Company (OOC) and Kuwait Petroleum International (KPI). The Refinery is based in Al Duqm which is located in the South East region, which is the Al Wusta Governorate of the Sultanate of Oman which is roughly 550 KM from Muscat. This gives the project a strategic maritime location and a competitive advantage being in the path of international shipping lines in the Indian Ocean and the Arabian Sea thus easing the process of transport in and out of the region.

At Duqm Refinery we aim to be a world-class oil refinery, using proven technology, outputting clean, high-quality products, in a manner consistent with global standards for safety whilst always striving to achieve the highest operational standards.

The state of the art refinery has been designed to process 230,000 barrels of various types of blends that includes Kuwait and Oman Export crudes (KEC and OEB) and will be producing Diesel, Jet fuel, Naphtha, LPG, Sulfur and Pet coke as its primary products.

The third package includes the construction of crude oil storage facilities at Ras Markaz


Construction of 80 km pipeline to transport crude oil from Ras Markaz to the Refinery

Duqm Refinery is looking forward to be a world-class refining company with a production capacity of 230,000 barrels per day



In his address to the China-Arab States Expo

SEZAD Chairperson Calls on Chinese Companies to Invest in the Sultanate

Yinchuan (China) -  :

H.E. Yahya bin Said bin Abdullah Al-Jabri, Chairperson of the Special Economic Zone Authority in Duqm (SEZAD), called on Chinese companies to invest in the Sultanate, stressing that all the requirements and fundamentals of the success of Chinese investments in Oman have been achieved and established based on solid friendship, cooperation and common interests between the two countries.

«Today, I would like to convey to you a clear and concise message that the opportunity is now fully available to the Chinese private sector, individually or in partnership with the Omani private sector to carry out viable investment projects in Duqm, which will be of direct financial benefit to the owners. In return, these investments will contribute to the Sultanate's efforts to diversify its national economy, reduce reliance on crude oil, establish technology and technical expertise, create productive employment opportunities for Omani youth and increase productivity in all economic sectors, especially the industrial ones,» Al-Jabri said in a speech at the China-Arab States Expo held in Yinchuan, China, in September 2017.

The China-Arab States Expo takes place every two years in the city of Yinchuan, capital of northwest China's Ningxia Hui Autonomous Region. The Sultanate participated in the exhibition with a delegation headed by H.E. Yahya bin Said bin Abdullah Al-Jabri and included Sheikh Abdullah bin Saleh Al-Saadi, Sultanate's ambassador to China, and representatives of a number of government agencies.

During its participation in the Expo, SEZAD promoted the Special Economic Zone in



During the expo H.E. Yahya Al-Jabri speak to the audience

Foundation for the success of China's investment in Duqm is solid based on friendship, cooperation and common interests

Favorable opportunity for Chinese private sector to carry out viable investment projects in Duqm



Attendance at one of the expo sessions



SEZAD Chairman during the participation at China-Arab States Expo opening ceremony

Duqm (SEZD) within the pavilion dedicated to exhibiting the products of the participating countries. It also participated in the meetings held during the Expo, aiming at introducing the investment opportunities available in SEZD.

Localization of Chinese direct investment

H.E. Yahya bin Said Al-Jabri praised China's investment in Duqm and said that a new and important pillar was established in the program of localization of direct Chinese investment in the Sultanate through signing the development and usufruct agreement of the Sino-Omani Industrial City project in Duqm between the SEZAD and Oman Wanfang Company. This was with the support and blessing of the Sultanate's government, the Chinese government in Beijing and the local government in Ningxia Province. Under the agreement, Oman Wanfang Company received about 11.8 square kilometers of SEZD land to develop, manage, market, and localize China's direct investments thereon in the heavy, medium and light industries, oil refining and petrochemicals, logistics, warehousing, transportation, distribution, tourism resorts, real estate development, and educational, health and treatment services. It is hoped that the volume of direct Chinese investment

in SEZD over the next decade would reach about USD 11 billion and generate about 12 thousand new permanent jobs and 22 million tons of cargo handled through Duqm Port.

In his speech on the second day of the China-Arab States Expo, Al-Jabri said that all the investments scheduled for localization through this project in Duqm would enjoy the competitive and preferential advantages offered by SEZD, including the unique geographical location on the open Arabian Sea. They shall be safe from the geopolitical challenges related to the Strait of Hormuz along with the ease of access of Omani products to global and regional markets. SEZD also has a multi-purpose seaport with deep water up to 18 meters, a facility for the maintenance and repair of large container vessels and oil tankers consisting of two dry basins, and a regional airport to receive passengers and cargo. Natural mineral raw materials, such as limestone, gypsum, silica, and basalt stone are available near Duqm as well as a safe supply of natural gas.

Advantages of investment in SEZD

H.E. Al-Jabri reviewed the business environment and incentives offered by SEZAD. He indicated that the business environment

Transparent, competitive and sophisticated business environment and various services across one-stop shop

Chinese officials confirm their desire to develop economic cooperation with the Sultanate





one of the expo sessions

**Oman
Wanfang
company
signing Mou
with Chinese
companies**

**Chinese
officials
stress the
importance
of Chinese
investment
in Duqm**

is transparent, competitive and sophisticated, including tax exemptions of up to 30 years, removal of restrictions on capital movement, exchange of currencies, distribution of profits, and the existence of one-stop services in the field of registration of companies, issuance of building permits and environmental permits. Add to this the licenses to practice activities, facilitating the procedures for issuing work permits for expatriate labor force, and the completion of customs transactions.

Oman-China Relations

In his speech, Al-Jabri stressed the importance accorded to the Oman-China relations by His Majesty Sultan Qaboos bin Said. He said that the political leadership in the Sultanate and China realized the importance of employing the historical and cultural heritage of the two countries in enhancing mutual friendship and cooperation in various political, economic and cultural fields. «Since the beginning of the glorious renaissance of the Sultanate of Oman in 1970, His Majesty Sultan

Qaboos bin Said has given special attention to the Sino-Omani relations. Diplomatic representation between the two countries started in 1978. In 1995, the two countries signed the investment promotion and protection agreement. In 2002, they signed the prevention of double taxation agreement,» added Al-Jabri referring to the formation of the Chinese Omani Joint Committee and the Friendship Association. In addition, officials from both sides in the public and private sectors have conducted many mutual visits and consultative meetings to activate channels of communication and joint work programs.

Trade exchange

H.E. Al-Jabri praised the economic cooperation between the Sultanate and China and indicated that the volume of Chinese investment in the Sultanate reached about USD 2 billion by the end of 2015, while the volume of trade exchange was USD 17.2 billion. The volume of Omani oil exports to China was 237 million barrels, representing 77% of the total





Oman Wanfang company during signing Mou ceremony with one of the Chinese companies

oil exports of the Sultanate, and about 10% of the total oil imports of the People's Republic of China. The value of Oman's non-oil exports to China was about USD 192 million.

Al-Jabri affirmed the role of the Sultanate in establishing the Asian Infrastructure Investment Bank. He said that the Sultanate responded to China's call to establish the bank and became a founding member thereof. In addition, Oman and China are cooperating to develop and build a seaport in Tanzania, in addition to what the Sultanate's government is doing currently to support the efforts to sign a free trade agreement between the Gulf Cooperation Council countries and the People's Republic of China expected to be completed soon.

Praise of Chinese officials

At the opening of the Expo, the Chinese officials stressed the importance of China's investment in SEZD, indicating their desire to develop cooperation with the Sultanate and other Arab countries according to the Belt and Road Vision to revive the Silk Road.

Chinese-Arab cooperation

On the cooperation between China and the Arab countries, Qian Keming, Chinese Vice Minister of Commerce, said in his speech at the opening session of the Expo that trade cooperation between China and Arab countries is solid. «China has maintained in recent years its position as a major trading partner of the Arab countries. The volume of trade between China and Arab countries in 2016 was USD 171.1 billion, while China's exports to Arab countries reached USD 100.8 billion, and Chinese imports from Arab countries amounted to USD 70.3 billion,» indicated Keming.

«The value of contracted new projects for Chinese companies in the Arab countries last year reached USD 40.3 billion, an increase of 40.8 percent on a year-on-year basis. The volume of Chinese direct investment in the non-financial field in the Arab countries amounted to USD 1.1 billion, up 74.9 percent on an annual basis,» added Chinese Vice Minister of Commerce.

17.2 billion the cooperation between China and the Sultanate

237 million barrels the volume of Oman oil exports to China



Governor of Ningxia Region confirmed Ningxia's commitment to invest in Duqm



Shan Hui thanks Sultanate for facilitating settlement of Chinese investments

Expansion of cooperation and building long-term economic relations

Yinchuan (China) - :

Xian Hui, Governor of the Ningxia Autonomous Region, received H.E. Yahya bin Said bin Abdullah Al-Jabri, Chair of the Economic Zone Authority in Duqm (SEZAD) and his accompanying delegation visiting China as part of the Sultanate's participation in China-Arab Expo and «Invest in Duqm» promotional campaign organized by SEZAD in 3 Chinese cities.

During the meeting, the Governor of Ningxia expressed gratitude to the Sultanate for its facilities to settle the Chinese investments in Duqm noting that these facilities helped speed up the construction of the Chinese Industrial City in Duqm.

She confirmed Ningxia's commitment to invest in Duqm and implement the previously agreed projects between SEZAD and Wanfang Oman Company as part of the Cooperation and Development Agreement signed between the two sides in 2016, which provides for the implementation of about 35 projects with investments of about 10.7 billion dollars.

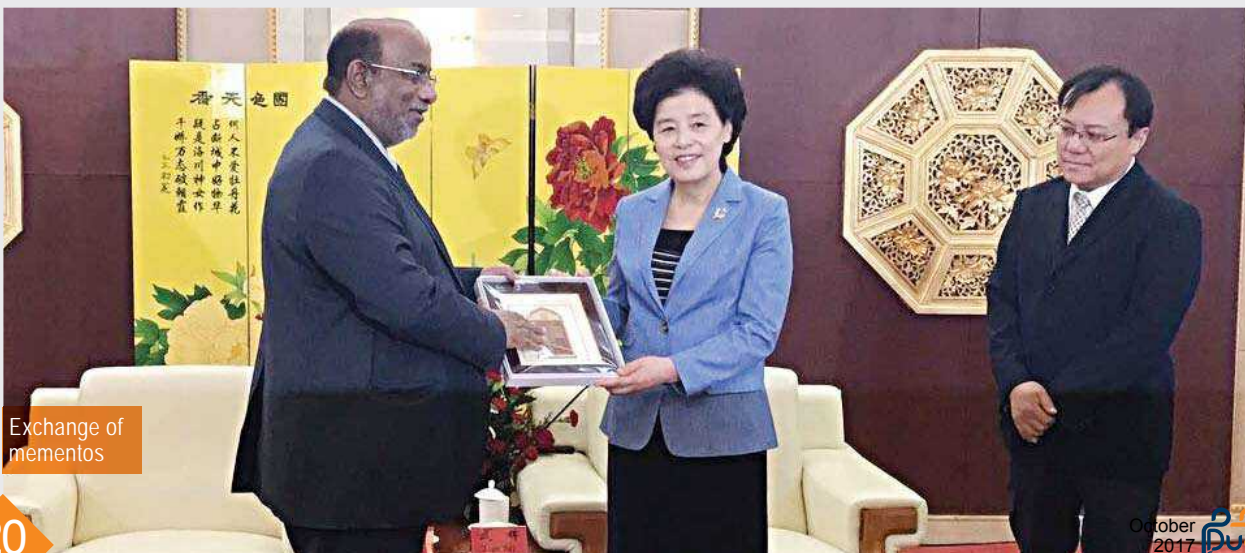
The Governor of Ningxia Region praised

the ties between the Sultanate and China and the two sides' efforts to promote economic cooperation to serve the two friendly countries and called for expanded cooperation between SEZAD and Ningxia Region.

For his part, H.E. Yahya bin Said bin Abdullah Al-Jabri, SEZAD Chair, confirmed SEZAD support for Chinese investments in Duqm and provision of the facilities they may need.

During the meeting, Al-Jabri briefed the participants on the geographical location of the Special Economic Zone in Duqm (SEZD) on the Arabian Sea, which is open to the Indian Ocean and its integrated infrastructure, including a multi-purpose port, a dry dock, an airport, a network of double and single roads and other infrastructures. He indicated that SEZAD provides many facilities and incentives to investors, notably tax exemptions and granting of usufruct rights for up to extendable 50 calendar years.

The meeting touched on many other issues, especially the desire of both parties to expand cooperation and build long-term economic relations.



Exchange of mementos

It runs a number of petrochemical industries

Yahya Al-Jabri invites Mingyuan Petrochemical Group to invest in Duqm



During the meeting

Dalian - Yinchuan (China) -

H.E. Yahya bin Said bin Abdullah Al-Jabri, Chair of the Special Economic Zone Authority in Duqm (SEZAD), invited the Mingyuan Group, a petrochemical conglomerate, to invest in Duqm during a meeting with the Group's officials during his visit to Dalian city, China.

Ji Hongshuai, Chair of the Group, welcomed the invitation and expressed the Group's aspiration to invest in SEZD.

The Group has a number of petrochemical projects in the petrochemical industry zone in Dalian.

The meeting discussed a number of aspects of the company's investment in Duqm. The Chair of Mingyuan Group emphasized that the petrochemical project the company wishes to imple-

ment in Duqm is a specific gas-based project.

H.E. Yahya bin Said Al-Jabri welcomed the Group to invest in SEZD and promised to provide the Group with all possible facilities. He also proposed forming a joint working group of the Group and SEZAD to discuss the various details and achieve the objectives of both parties from this investment.

SEZAD is seeking to implement quality

The Group is interested in establishing a petrochemical project in Duqm

The Group expands its project in Dalian at a cost of 15 billion Chinese Yuan



A facility in Petrochemical Industries Complex in Dalian



In the control room

**Expansion
aims to
produce 3
million tons
per year of
propylene**

**SEZAD
Chair briefed
on the
possibilities
of
companies
investing in**

projects in SEZD that will provide a good addition to existing projects and contribute to the provision of work areas for small and medium enterprises and providing suitable and rewarding jobs for citizens.

The Sultanate's current five-year plan focuses on the manufacturing industries industry sector as one of the sectors that contribute to economic diversification.

A visit to Petrochemical Industries Complex

During his visit to China, Al Jabri visited the petrochemical industry complex of the Mingyuan Group and learned about its capabilities and plans to expand its existing project in Dalian.

The expansion plan that has started includes the construction of a 3-million-ton propylene plant, as well as support facilities and the field reservoir project in Dalian Petrochemical Industrial Zone, will be built on an area of 150 hectares with an investment of 15 billion Chinese Yuan.

The first phase of the project will include construction of the propylene project with a production capacity of 1.5 million tons per year on 75 hectares with a total investment of 7.5 billion Yuan. Once completed, the

project will achieve a turnover of approximately 1.4 billion Chinese Yuan out of the total annual profits.

The project also includes the establishment of (5) marinas for petroleum products, chemical products, and liquefied petroleum gas (LPG). The estimated total value of these investments is at 2.8 billion Chinese Yuan.

Visit of companies investing in Duqm

H.E. Yahya bin Said bin Abdullah Al-Jabri, Chair of the Special Economic Zone Authority IN Duqm (SEZAD), and his accompanying delegation, visited a company specialized in water desalination in Yinchuan Industrial Zone, which signed an agreement with Wanfang Oman Company for the implementation of a similar project in SEZAD as part of the Sino-Omani City.

He was briefed on the company's potential to desalinate water from the Yellow River for use in industries located in Yinchuan Industrial Zone.

During the visit, the company officials gave a detailed explanation of the company's capabilities and the quantity of water produced by the company and used in factories in the Zone.



SEZAD Chair and accompanying delegation take a photo with officials of a company wishing to invest in Duqm

The Promotional Campaign in China showcases investment features of Duqm

Dalian - Shanghai (China) - 

The «Invest in Duqm» promotional campaign organized by the Special Economic Zone Authority at Duqm (SEZAD) in three different Chinese cities sought to attract more Chinese investments to the economic zone of Duqm and strengthen the economic relations between SEZAD and the self-governing Ningxia Region.

The campaign was held in two stages, the first of which aiming at enhancing the authority presence internationally started participating in China and Arab states Expo, which witnessed a great international participations. The second stage was realized by organizing a seminar in the city of Dalian and a similar seminar in Shanghai, meeting a number of major Chinese companies operating in these cities.

Yahya Al-Jabri
during his speech

The Chairman of SEZAD and the attendees at the Shanghai Seminar listening to a presentation

◆◆
Yahiya Al-Jabri: The geographical location of Duqm, at the shores of the Indian Ocean, is a gateway to the Gulf and Iran, and an important port for exporting goods.

◆◆
Chinese companies' representatives debate the future role of the zone in global trade and re-export movement.



SEZAD officials and Wan Fang respond to investor questions

Dalian Seminar

The seminar, held in Dalian, China, focused on the incentives offered by SEZAD, the projects in SEZD and the investment climate in the Sultanate in general.

H.E. Yahiya bin Said Al-Jabri, SEZAD Chairman, indicated that the investment opportunities offered by SEZD are promising, stressing the importance of SEZD geographical location.

In a speech during the seminar, Al-Jabri stated that Duqm is an intermediate hub linking the Middle East markets such as China, with its large population, impressive industrial development, heavy production of goods, competitive prices and Western markets in the United States and Europe.

He pointed out that Duqm, with its geographical location on the Indian Ocean, is the gateway to the Arabian Gulf and Iran

and an important and safe port for the export of goods to the markets of India and East Africa.

He called on Chinese companies to explore the investment opportunities available in Duqm asserting SEZAD full support to the companies wishing to invest in SEZD. He thanked the Ningxia Provincial Government for its great support to SEZAD and Wan Fang Company for its efforts in organizing the seminar as well as the partners participating in the promotional campaign, namely Duqm Port, Oman Oil Company (OOC) and the Public Authority for Investment Promotion and Export Development (Ithraa).

Presentations

The seminar included a number of presentations that focused on the investment constituents in Duqm. Said bin Homoud



The Chinese focusing on geographical location and investment advantages of Duqm during the discussion time at the Dalian and Shanghai seminars



Omani and Chinese officials in a commemorative photograph following Dalian seminar

Al-Ma'wali, General Manager of Oman Tank Terminal Company (OTTCO), an OOC company, indicated that OOC would establish a number of projects in SEZD. These would include an oil refinery, a center for oil storage and a number of other projects, explaining that these projects would create great economic value for SEZD and encourage companies to invest in Duqm.

For his part, Jalal Al-Lawati, Director of the Promotion Department in SEZAD, said that the geographic location of Duqm strongly imposes itself and prepares SEZD to attract various investments. He also pointed to a number of investment elements in SEZD and the incentives offered by SEZAD. He highlighted a number of projects underway in Duqm.

Ali Shah, Chairman of Wan fang Oman Company, highlighted some projects the company would establish in SEZD supported by Ningxia Region. He said, «We are looking forward to more Chinese investments in Duqm. Duqm is an important choice for Chinese companies on the Indian Ocean.»

Nasr bin Zahir Al-Hadhrami, Investment and Promotion Executive in Ithraa, gave a presentation on the investment climate in the Sultanate in general. He said that the Sultanate is a promising destination for investments and characterized by the existence of

various investment zones including a number of free and industrial zones, pointing out that the Sultanate is continuously working to modernize its laws and investment legislation in line with global changes and economic growth.

Ithraa participation in the promotion is part of its efforts to promote the Sultanate as a destination for investment and business and to introduce the investment environment and promising sectors.

SEZD Characteristics

Representatives of the Chinese companies attending the seminar sought to know SEZD characteristics that distinguish it from other locations, wondering about its future role in regional and global trade and re-export, and whether taxes were imposed on investors in Duqm.

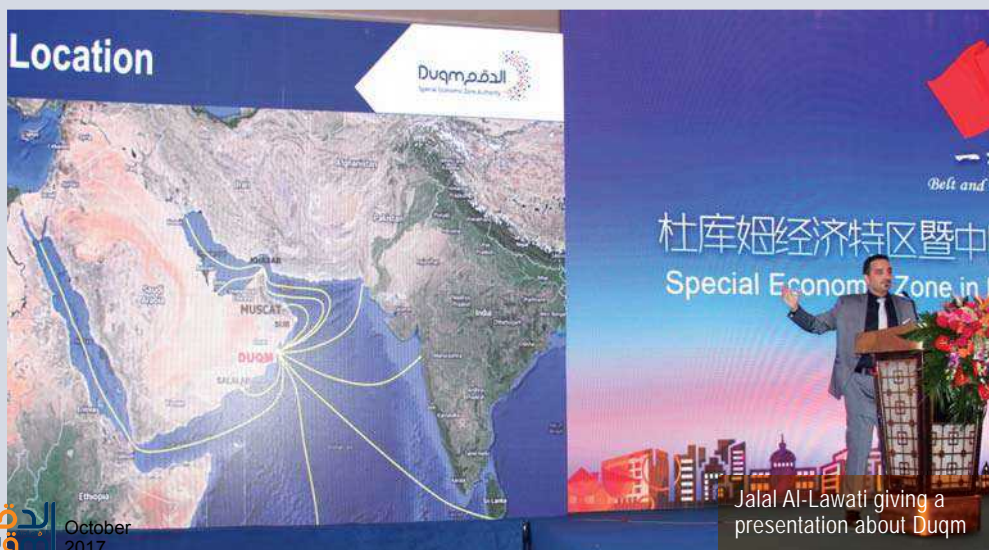
SEZAD officials confirmed that investments in SEZD enjoy tax exemptions and that SEZD has a number of infrastructure that will enable it to play a pivotal role in world trade in the future.

Shanghai Seminar

A similar seminar was organized in the city of Shanghai, in China, to meet major Chinese companies operating in these cities. H.E Yahiya bin Said Al-Jabri, SEZAD

SEZAD
Officials: The Zone enjoys a number of basic-structures that will empower the zone to play a key role in the global trade in the future

Jalal Al-Lawati: The geographical location of Duqm strongly imposes itself and prepares the region to attract various investments



Jalal Al-Lawati giving a presentation about Duqm



Attendees at the Shanghai seminar listening to presentations

Ali Shah:
Duqm is an important choice for Chinese companies on the shores of the Indian Ocean

Chairman, said that the campaign aimed at introducing the business community in China to the Special Economic Zone in Duqm (SEZD) and its characteristics in terms of strategic location on the international trade route and the incentives and facilities provided by SEZAD to the investors.

In his speech at Shanghai seminar, H.E. Yahiya Al-Jabri said that SEZD offers promising investment opportunities through a transparent, competitive and sophisticated business environment. He added that in addition to the geographical location of SEZD, SEZAD offers a number of incentives, including tax exemptions of up to 30 years, removal of restrictions on capital movement, exchange of currencies, distribution of profits, existence of one-stop services for corporate registration, issuance of building permits, environmental permits and licenses for practicing activities, and facilitating pro-

cedures for issuing work permits for foreign manpower.

Oil Storage

Oman Oil Company (OOC) sought to introduce the business people in Shanghai to its oil storage capabilities and plan to set up an oil storage terminal in Ras Markaz.

Said bin Homoud Al-Ma'wali, General Manager of Oman Tank Terminal Company (OTTTCO), said in a presentation during which he reviewed the projects carried out by the OOC in SEZD that the Ras Markaz oil storage terminal enjoys a strategic location off the Indian Ocean. He highlighted the project stages.

Ras Markaz oil storage terminal is a vital project to store all types of crude oil in large quantities outside the Strait of Hormuz. The terminal is the largest project of its kind in the Middle East. OOC is looking

Nasr Al Hadrami:
Oman is a promising destination for investments



Nasr Al Hadrami giving a presentation about «Ithraa»



Saeed Al-Ma'wali giving a presentation

forward to making the terminal a global hub for crude oil storage. The expected investments of the first stage shall be about 1.7 billion USD with a capacity of about 26 million barrels.

Al-Mawali also discussed the project of supplying gas to Duqm to supply gas to the factories that will be established in SEZD. He also highlighted the Duqm Refinery, which will be set up by OOC in cooperation with Kuwait Petroleum International.

Duqm Port

During the seminar, Reggie Vermeulen, CEO of Duqm Port, stressed the importance of the port as a multi-purpose port with the necessary capabilities to become a pivotal port in the world trade movement.

In other presentations, Jalal Al-Lawati, Director of Promotion, SEZAD, reviewed SEZAD advantages, the facilities it provides to investors, while Nasr bin Zaher

Al-Hadhrami, Promotion and Investment Executive, the Public Authority for Investment Promotion, and Export Development «Ithraa» highlighted the elements of investment in the Sultanate.

Ali Shah, the Chairmen of Oman Wanfang company, highlighted the capabilities of the zone and its support to the companies operating in it, displaying a number of projects that the company will establish in the Chinese-Omani Industrial City.

Supplies and logistics sector

The seminar witnessed extensive discussions on the financing of projects and the possibilities of SEZD to enhance the logistics and services provided by SEZAD to investors. It also touched upon investing in the oil and petrochemical industries, the procedures of Chinese investors obtaining work visas in the Sultanate and the facilities provided in this framework.

Saeed al-Ma'wali:
Ras Markaz crude oil storage terminal is strategically located on the shores of the Indian Ocean



Reggie explains the capabilities of the port of Duqm

Regi Vermeulen:
Duqm port has the necessary capabilities to become a pivotal port in world trade movement

The pavilion of the Sultanate in China-Arab Expo attracts visitors' attention



Sultanate's pavilion... a prominent milestone in China-Arab States Expo

Representatives from 47 countries, and 5000 exhibitors covering 31 industries

Yinchuan (China) - :

The pavilion of the Sultanate at the China-Arab Expo, which ends on Saturday, has witnessed great interest from visitors to the exhibition over the past few days.

Officials from the Special Economic Zone Authority in Duqm (SEZAD) and the Wanfang Oman Company provided a detailed explanation to visitors about SEZD in terms of the investment climate, geographic location and facilities offered by SEZAD to investors and projects currently in SEZD and the investment

of Wanfang Oman Company in Duqm.

A number of publications were also distributed, including a booklet on investment in Duqm in Chinese. The visitors had also the chance to taste Omani halwa (delicacies) that impressed them.

Representatives from 47 countries, executives from 1,080 companies, and 5,000 exhibitors covering 31 industries ranging from transport to huge data attended the exhibition, held in Yinchuan, capital of northwest China's Ningxia Hui Autonomous Region from 6 to 9 September.



Two visitors tasting Omani Halwa

MOU signed to attract Chinese petrochemical companies



One of petrochemical projects expected to be implemented in Duqm

Shanghai -

On 12 August 2017, Wanfang Oman Company and the China Petroleum and Chemical Industry Federation (CPCIF) signed a memorandum of understanding (MoU) in Shanghai that provides for CPCIF promotion of Duqm to attract the Chinese petrochemical companies to invest in the Special Economic Zone in Duqm (SEZD).

Ali Shah, Chair of Wanfang, and Margaret Wang, Division Chief of Inter-

national Affairs Department at CPCIF signed the MoU.

CPCIF has a wide presence in Shanghai, which includes many major companies operating in the petrochemical industries.

Wanfang Oman Company seeks to benefit from CPCIF extensive presence to introduce the Chinese companies to SEZD investment advantages to attract them to invest in the Sino-Omani Industrial City in particular, and SEZD in general.


**Wanfang
steps up
its efforts
to promote
Sino-Omani
Industrial City**



A petrochemical project scheduled in Duqm


**CPCIF
promotes
Duqm**

Duqm invites Indian companies to explore investment opportunities



Sultanate's ambassador to India and audience watching the presentations at Delhi Symposium

Chee Khian Lee: Duqm site on global navigation lines opens new vistas for international companies

Bilateral meetings allow business people to acquaint with investment steps in Duqm

SEZAD has diverse investment areas in line with investors' expectations

Mumbai- Delhi (India) -

«Invest in Duqm» promotional campaign, organized by Special Economic Zone Authority of Duqm (SEZAD), India, from September 2017 25 to 30, has invited investors and major companies to invest in Oman, highlighting its investment advantages, such as the geographical location, security and political stability and incentives offered by Oman to investors.

This promotional campaign in India comes after the successful promotional campaign organized by SEZAD in People's Republic of China earlier.

The campaign in the Indian cities of Mumbai and Delhi was aimed at diversifying investments in SEZAD and attracting large companies to achieve the main objectives of establishing the Region.

Explore the investment opportunities

Lee Chee Khian, Chief Executive Officer of SEZAD, invited Indian businessmen and companies to explore the investment opportunities available in SEZAD. He said in his speech at the symposium held on Monday, September 25, 2017 in Mumbai, «Our meeting today is a real opportunity to explore investment opportunities in SEZAD. We look forward to Indian companies investing in the growing economic relations between the two countries in establishing projects that benefit everyone.»

He expressed his hope that the promotional campaign organized by SEZAD in India will be a station for Indian companies to establish a number of investment projects in SEZAD.

Multiple advantages

Chief Executive Officer of SEZAD referred to the Region's geographical location: «The strategic location and political stability in Oman makes it a major hub for trade and industry in the region. Duqm proximity to Asian and African markets and its existence on international navigation lines offer many investment opportunities for international companies.

He reviewed, in his speech, the incentives offered by SEZAD to investors, pointing out the efforts of Oman to update its laws, which



contributes to attracting more foreign investment. He said that the Oman's government has exerted great efforts to simplify the legal framework and introduce policies attractive for foreign investment and incentives to attract foreign investors. As a result, several agreements have been signed with Gulf and international economic conglomerates, confirming his confidence in the future of investment in Oman.

Historical Relationships

H.E. Sheikh Hamad Bin Saif Al Rawahi; the Sultanate of Oman's Ambassador to India has confirmed the profound political and economic relations between both countries paying tribute to the Business 2 Business and trading partnerships existing between the Omani companies and their Indian partners.

He said that «The Sultanate of Oman enjoys special trade and strategic relationship with Republic of India not only today but since time immemorial. The two nations can trace their association to an era thousands of years ago when traders from either country undertook the first sea voyage. Oman has a deep-rooted history and a prominent location, it has always played pivotal role at various epochs.

Oman today is a strategic partner for India in the Gulf. Oman and India have created some path-breaking and unique business links in the field of hydrocarbon sector.



The Sultanate of Oman Ambassador to India during his speech



Presentations received profound interest during promotional campaign in India

Investment destination

He touched on his speech to the advantages of investment in the special economic zone of Duqm, pointing out that the Newly developed Duqm Special Economic Zone (SEZ) could be the most profitable location as on date to set up the manufacturing base.

With a land area of 2,000 km² and 30 km of coastline along the Arabian Sea, It is largest industrial zone industrial zone in the Middle East and North Africa (MENA) region and ranks among the largest in the world. Duqm is a shortest sea distance from Mumbai and has unfettered access Sea-lanes of Arabian Sea and India Ocean. In the current geopolitical scenario, Duqm may continue to be the most stable, safe and secure place to Operate in medium term.

He added, "Duqm offers all what it takes to be the right investment destination. Be it the fully developed sector specific industrial parks, supporting infrastructure, conducive expatriate policies, and long-term tax exemptions.

Additionally, the area is known for its abundant Fish resource, which creates the potential for Duqm to become an important Hub for Fish Processing Industries and Aquaculture Projects. Duqm can also "be an ideal destination for those Tourists seeking tranquility and peace of mind as it enjoys a wonderful location plus a terrific climate especially during the heat of summer, as well as winter time.

During his speech, H.E. the Ambassador called upon the Indian companies to invest in the Special Economic Zone at Al-Duqm speaking highly of the privileges and advantages of Al-Duqm and its remarkable geographical location and the facilities rendered by its authority. He stressed that the Indian businessmen should capitalize on and profit from this meeting and the remarkable relations existing between both countries via setting up projects

at Al-Duqm the matter that will ultimately serve the mutual interests of both parties. We are in the Government of Oman will do the needs to facilitate establishing the business in Duqm

Great economic relations

Mubarak bin Hamad al Hinai, Oman's Consul-General in Mumbai, confirmed, in his welcoming speech to investors, that Oman and India have great economic relations. He invited large companies to invest in Oman.

Confederation of India Industry

Ninad Karpe, Chairman of the Confederation of India Industry, expressed his desire to witness the launching of a number of Indian industrial projects in SEZAD, stressing the Confederation's support for this trend. He praised the economic relations between Oman and India in his speech at the symposium.

The largest economic zone in the Middle East

The promotional campaign witnessed a number of visual presentations that reviewed the investment opportunities available in Oman.

Jalal Al Lawati, the promotion department manager OF SEZAD, that the region is characterized by diversity of investment fields, according to the aspirations of investors in any economic sector, pointing out that it is the largest economic zone in the Middle East. He invited businessmen in India to invest in the region.

Indian industrial park

Ali Shah, chairman of Oman Wanfang, reviewed the company's experience in establishing the Chinese-Omani Industrial City in Duqm and steps made by it to date.

He expressed, in his visual presentation, his hope that SEZAD would witness an Indian industrial city similar to the Chinese city, prais-

**Sultanate's
Ambassador
to India:
Duqm
is a true
investment
destination**

**Union of
Indian
Industries:
We support
Indian
companies
to invest in
Duqm**



Representing Duqm Port during bilateral meetings



Noman Al-Rawahi highlights dry dock prominent features in bilateral meetings



Audience at Mumbai Symposium

Ali Shah:
*Competition
with an Indian
industrial
city serves
everyone*

**Delegation
participating
in the
promotional
campaign
discusses
cooperation
with the
Institute of
Chartered
Accountants**

**Presentations
on «Ithraa»,
Duqm Port,
Dry Dock and
OOC**

ing the level of cooperation between Wanfang and SEZAD, and stressing that attracting large companies to work in the region serves the goals of everyone.

Investment climate in the Sultanate

Faisal Al-Hinai, Head of Industrial Investment Promotion at Public Authority for Investment Promotion & Export Development (Ithraa), tackled the investment climate in Oman in general.

He also referred to the geographical location of the Sultanate, its competitive advantages and its incentives to investors pointing out that the Sultanate has a number of ports and free zones that offer multiple options to investors.

Duqm Port

Talal Al-Barwani, Marketing and Sales Specialist at Duqm Port, projected a presentation on the Port's potentials, advantages, and development projects underway noting its importance in international trade after completion thereof. Mr. Hilal Al-Balushi, Director of Business Development, took part in the promotional campaign as representative of Duqm Port. In his bilateral meetings with business people and representatives of Indian companies, he reviewed the investment opportunities available at the Port, especially in the industrial and logistics sectors.

Oman Oil Company

Hamad Al-Wihaibi, General Manager of Business Development and Strategy at the Centralized Utilities Company (Marafiq) (a subsidiary of Oman Oil Company), focused on the projects that Oman Oil Company (OOC) is executing in the Special Economic Zone in Duqm (SEZD). He cited Duqm Refinery, Oil Storage Station in Ras Markaz, bringing gas to Duqm, Marafiq project to provide industrial facilities for projects scheduled in the industrial zone.

He also discussed OOC investments at the local and international levels.



Ali Shah During his presentation about
Chinies-Omani industrial park

Dry Dock

In his presentation, Mr. Noman Al-Rawahi, Director of Planning and Business Management at Oman Dry Dock Company, discussed the successes of the dry dock over the recent years pointing to dry dock's capabilities and efficiency in providing ship repair services and converting them from one use to another.

Bilateral meetings

For their part, businessmen of India stressed their aspiration to invest in Special Economic Zone of Duqm. They discussed, in bilateral meetings with representatives of SEZAD and other companies participating in the symposium, a number of aspects related to their initial desires for investment in the Region.

The bilateral meetings opened the way for business people to acquaint themselves closely with the investment efforts exerted in Duqm.

Meetings with companies

The attending delegation held meetings with the Indian companies while participating in the promotional campaign during their visit to India in an attempt to discuss the potentials of the mutual cooperation between both sides and during that meeting that was held in Delhi Institute of Chartered Accountants, both parties has stressed that they aspire to and strive for and a mutual cooperation.



Talal Al-Barwani on the
geographical location of Duqm Port



Faisal Al-Hinai on the advantages
of investment in the Sultanate

Stephan Aumann (CEO) Of Oman Drydock Company Revealed to  :

Endless ambition to make Duqm an international hub for maritime maintenance, repair and ship conversion



He was interviewed at Al Duqm by:

Saleh Bin Nabhan Al Mamari

Stephan Aumann; the Chief Executive Officer of Oman Drydock Company L.L.C. extolled and paid tribute to the growth achieved by the Oman Drydock Company L.L.C. all over the last years stressing at the same time the fact that we need to start the turbo and the coming phase will witness our focus and concern of many other business activities that will procure more growth to the company.

He stressed in his first speech since his entrustment as the Chief Executive Officer of the Oman Drydock Company in June 2017 AD.

In close cooperation with ASYAD, Oman Shipping Company and the ports of Salalah and Sohar, ODC is establishing a mobile ship repair unit called 'Port Repair & On Voyage Services', taking care of ships in distress or small standard repairs which do not require a Drydock and can be carried out in ports, at anchorage or on voyage in an around the Sultanate of Oman.

If the ship cannot come to the shipyard, the shipyard is coming to the ship, wherever required.

In the first stage we will work with so called flying squads based in Duqm, prepared and ready to go to the Ports in Oman, either Salalah, Sohar or Muscat.

He proceeded saying: this service will widen and enhance our scope of services immediately upon its inauguration and we believe that such a service will be specific, qualitative and effective particularly in this specific sector and by means of which,

we will be capable of achieving more successes. We are dedicated and devoted to set a work plan in order to render this service to our clients and we have formed a work team to give practical effect to this goal.

With a bachelor's degree in naval architecture and a master degree in industrial engineering from the University of Applied Sciences in Kiel/Germany, the German Stephan Aumann brings 20 years of senior management and leadership experience with overall P&L responsibility within the international maritime industry, especially in the ship repair and conversion as well as the oil and gas business gained from his work at the Caribbean, Sweden, Germany and Dubai; UAE.



ODD has an
«awesome»
facility
for ship
repair and
conversion



Stephan Aumann (CEO) of ODC during his interview with Saleh Al Mamari

Procedure Simplification and Facilitation:

The CEO of Oman Drydock Company proceeded with the new executive management's expectations for the development of the company works given the currently prevailing economic conditions saying: the company aspires during the coming phase to facilitate and improve the procedures adopted in its operations in an endeavor to achieve its future financial expectations knowing that the market is still subject to it's challenging conditions going back to 2008 when the world economical crisis started. The ship repair market is still in a valley and has not recovered yet. That's why diversification is required and that's why ODC implemented 5 new business streams

Yet, the Dry Dock was well constructed backed by excellent services and advantages apart from its vast area the matter that help us capitalize thereon to support a wide range of professional and specialized services in the field of the maritime industry.

Development Procedures:

Mr. Stephan Aumann proceeded saying: We have also taken certain measures to develop and improve the dry dock services and products that will not only serve the company but also the Economic Zone in general. For Example; we are in the process of a strategic partnership for the industrial engineering and construction business, required for the steel

and pipe works at Duqm Refinery, which steel works will start in the thirdquarter of 2018. Aumann wants to make sure that ODC contributes to this fantastic project with a high amount of local content, made in Duqm. We are also after gaining the full satisfaction of our esteemed clients taking into consideration their future expectations and ambitions via rendering our superb services in the field of vessel maintenance and we are establishing a new department called "Research & Development",

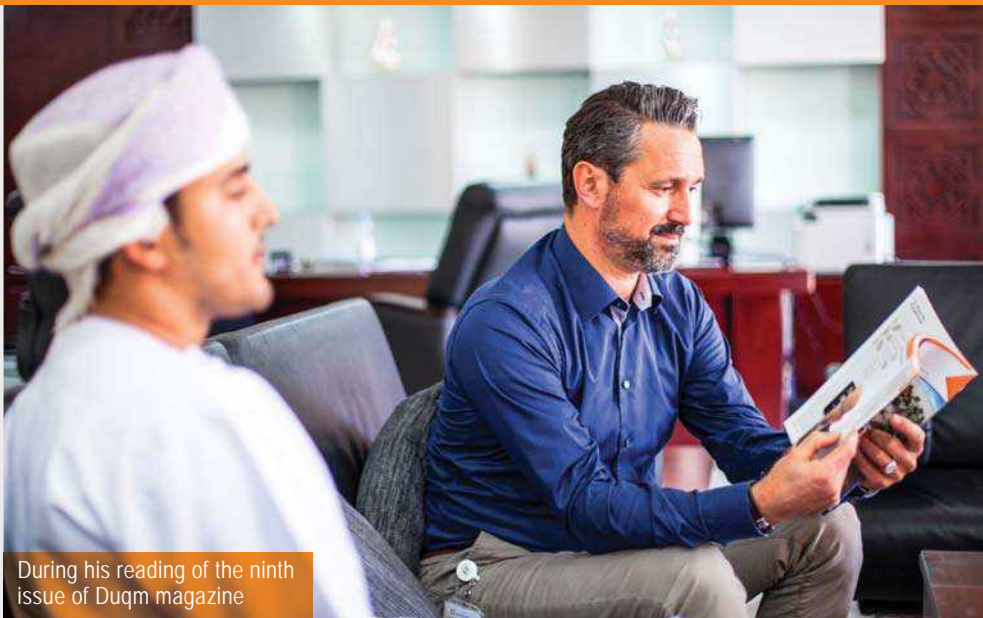
Moreover we are improving our supply chain and warehouse management system, aiming to procure all our needs of equipment, spare parts, consumables and tools for our daily work in a sufficient amount and quality. That way we guarantee our customers high flexibility and quality in the supply of the required parts for the maintenance and repair of their vessels. ODC needs to focus on a higher volume of the right spare parts to instead of ordering the same from abroad when needed. That way ODC becomes more flexible and independent with respect to required spare parts for ships and consumables for the shipyard's operation, although still in a quite remote area.

Internationally Renowned Services:

The CEO commended that the international experience gained by Oman Drydock Company in the past 5 years was just the first step. In 2018 ODC is taking the next big step, playing a

If the ship
cannot enter
the shipyard,
we go to it
wherever it is





During his reading of the ninth issue of Duqm magazine

Developing a strategic partnership for industrial engineering, construction work, steel and pipe work

major role in the champions league of globally recognised ship repair yards.

The requirements for vessel maintenance such as low prices, high quality, short docking periods and adherence to delivery times are everywhere the same. The quality and expertise respectively know how of the biggest asset, the employees, is making the difference.

Since the company developed a sound basis of various expertise and experience within the different disciplines of the shipyard, we can proudly resume that the quality of the services rendered by the company in this industry generated a very positive reputation in the market and we are lauding and speaking highly of the company's employees and work teams as the company maintains up to 2480 high caliber staff members.

But it is not the moment to praise ourselves and lean back. There is still a lot to do, especially in people development and training. We need to make sure that we build up sustainable expertise and know how, with a mix of young and eager Omani engineers and experienced expats. That way we train the future leaders from Oman for the highest requirements of maritime applications on the job.

Various Advances and Successes:

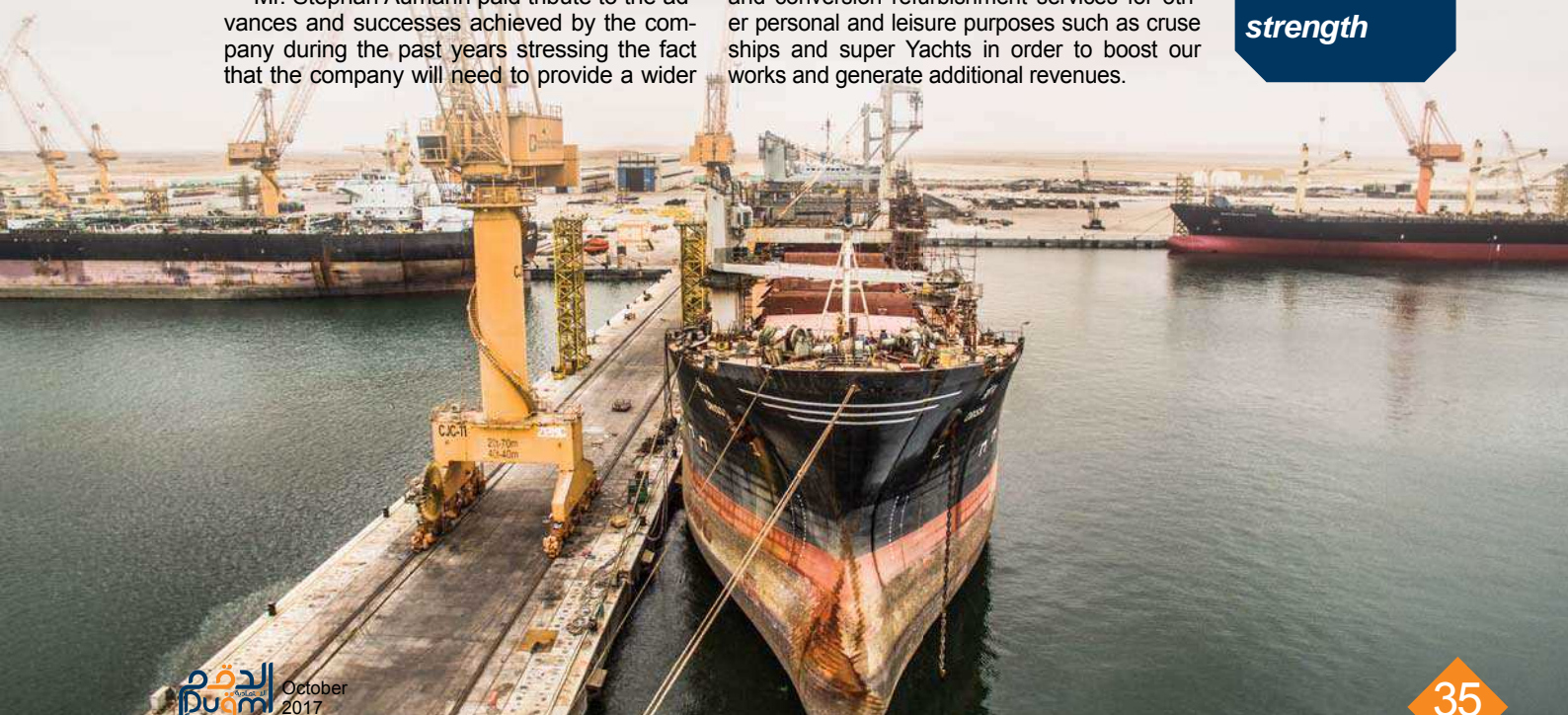
Mr. Stephan Aumann paid tribute to the advances and successes achieved by the company during the past years stressing the fact that the company will need to provide a wider

range of services beyond the field of vessel maintenance and repair transforming them into various purposes, manufacturing the steel structures, repair navy vessels, providing engineering, repair and conversion services to the oil and gas industry, repairable supply services to cruise ships and super yachts among others. The company has also achieved the full satisfaction of its esteemed clients scoring 4.5 out of 5 degree scale of satisfaction and it maintains now key clients from 35 states all over the world.

Rendering Various Services in the Field of Vessel Maintenance:

During his speech, Mr. Aumann added that: Oman Drydock Company has remarkable broadened and expanded its works and activities to outreach the navy vessels after concluding a partnership with Babcock International of UK the matter that will procure Al Duqm as a worldly renowned hub for the service and maintenance of the navy vessels as well as the utilization of other Duqm service facilities. Beside our core vessel segments such as Oil and LNG carriers, bulk carriers, container vessel, dredgers and governmental ships, the Oman Drydock Company is looking forward to provide vessel maintenance and conversion refurbishment services for other personal and leisure purposes such as cruise ships and super Yachts in order to boost our works and generate additional revenues.

Transforming supply chain management and storage of ship parts and consumables into a strength





In 4 to 5 years from now we are expecting procuring all our needs in terms of equipment and spare parts from the local market

Expanding the Company's Works and Activities:

The CEO added saying: I hope Oman Drydock Company will be able to expand its works and capitalize on the growth and prosperity witnessed by the Special Economic Zone at Duqm adding that there are other big projects we cannot remain behind without providing services thereto for example Duqm Refinery project requires steel frames and structures that can be manufactured by Oman Drydock Company. We believe and have a profound opinion that the future will witness many opportunities we strive to take and we will use any potential channel for boosting our shipyard activities in order to increase top line, improve bottom line and satisfying our shareholders

He added saying: We are looking forward to render various services to make the dry dock a major multi- purpose hub to receive all types of vessels and equipment for a wide range of specialized services to its esteemed clients in the maritime industry, that range goes from ship repair and conversion via off-shore rig and FPSO maintenance and conversions to the field of industrial engineering and construction.

The Work Plan for the Year 2018 (WP'18):

He proceeded during his speech about the (WP'18) saying: We will strive to enhance our sales significantly to secure our share of the market and we will also undertake various missions in a specialized world markets to achieve our objectives and goals which we strive to attain and we will never wait for the customers to come to us, we will approach them first.

Commenting: We have a lot of international business partners and other stakeholders interested in Duqm. We receive frequently VIPs visiting ODC being interested in the fantastic facility and its huge potential contributing to the growth of the region and the Sultanate of Oman. We promote ODC and Duqm in close cooperation with SEZAD and the port of Duqm and we organize exclusive tours and visits to the dry dock to get acquainted with the works we carry out and the services we render. This way we are creating trust and our team will convince them of our remarkable services and the strategic benefits of being in Duqm. We are open to promising markets, being able to be covered and served by ODC. We approach our potential customers directly supported by our global agency network and in close cooperation with our strategical partners because we are striving to occupy all dry

docks, workshops and all other production areas of ODC all year long 24 hrs, 7 days a week.

The Future of the Company:

Mr. Stephan Aumann is confident and convinced that the company will develop a financially more stable future and will be able to compete in the Champions League of the internally operating leaders among the ship repair and conversion yards. The huge potential, its capabilities and expertise developed in the coming years by Oman Drydock Company will help to achieve these aims and the future plans are focused on our vision, becoming the best shiprepair facility in the Middle East and being one of the top three international shipyards, contributing to the economical growth of Oman.

Aumann's focus is on creating a positive working culture within ODC, with direct communication and short ways, open door policy, less bureaucracy and more responsibility but also authority for each and everyone's in order to reach his personal goals/KPIs. Management by objectives is the key creating the required environment enjoying work, being efficient and productive and becoming successful. Creating a positive working culture within the organisation will sort out a lot of challenges by itself.

Building the right team is paramount in order to bring a company on track.

Implementing aspiring and promising strategies and building a vigorous congruous and harmonious work team are the guarantee for the accomplishment of the shipyard's vision and consequently unconditional success

He added saying: The gigantic projects carried out in Duqm such as the Port and the Refinery Plant will eventually boost and support the works and activities of our company since they are correlated with the marine activities apart from the fact that we maintain a very remarkable and strategic location that will serve the maritime routes and navigational channels. Additionally Duqm will become an "end port" in the near future, a very important requirement for the success of a shipyard. Ships are loading and unloading their cargo in Duqm. A very good moment for a ship owner to carry out required repairs/maintenance on board of their ships.

The Dry Dock:

Regarding the company's need to generate

more drydocking capacity is order to create a higher flexibility for smaller ship of the pan max size and below , Mr. Stephan Aumann said: The investment in a floating dock is deemed a necessity for the expansion of the company's works and services. Moreover the market is demanding high lifting capacities, especially if we want to enter the ship new building and the Offshore conversion markets. In those markets a shipyard requires crane lifting capacities from 300 to easily 700 tons. Our actual max. crane lifting capacity is max. 100 tons which is limiting us receiving the high value projects. A so called Goliath crane, spanning 110 meters across one of our dry docks, operated on rails, would have a lifting capacity of approx. 900 tons and could be procured to a reasonable price in the the Far East. A strategical advantage and a strong selling point for potential customers.

Concluding, Mr. Stephan Aumann was noting that the company will - in its WP'18/19- set plans and strategies to attain this objective and such achievement is mainly based and deeply grounded on the advancement and growth of the company works.

Enabling Omanis Procure High Caliber Skills:

Mr. Stephan Aumann in his capacity as the Chief Executive Officer of the Oman Drydock Company affirmed in the conclusion of his speech that enabling young Omani potentials and talents working for ODC is ensuring the development of high caliber skills and sustainable professional expertise for a successful and bright future of ODC.

Stability and sustainability in the company may not be attained and maintained without a platform focussing on an open partnership between the company's employees and management and generalizing the concept of transparency in work since they are the key for the success of our shipyard.

Adding at the same time that: I am highly impressed by the experience of the Omani Engineers since they are indigenous, professional and fully devoted in all fields of work whether in the administrative, technical or professional activities. They are reliable and they are keen to acquire new expertise provided by the international experts who have up to 20 years of experience in all fields of shipyard operations and we are very pleased to find such harmony and exchange of skills and expertise among them.

Good business relations with international customers, OEMs and shipyards worldwide

Experience, professionalism, dedication and reliability of Omani engineers are impressive



Tatweer signs MoU with Adani Ports



During signing MOU with Adani Ports

Formal and flexible framework for investment cooperation

Adani develops business in a number of key sectors in Duqm

Delhi (India) -

Oman Company for the Development of Special Economic Zone at Al-Duqm (Tatweer) signed a Memorandum of Understanding (MOU) with ADANI PORTS AND SPECIAL ECONOMIC ZONE LIMITED in the Indian Capital; Delhi.

This agreement was executed in conclusion of the Promotional Campaign "INVEST IN DUQM" organized by Special Economic Zone Authority at Al-Duqm (SEZAD) in both Mumbai and Delhi of India and the events witnessed a vigorous participation from many of the companies operating in the area during the period from 25 and till 30 September 2017.

The Memorandum of Understanding was signed by Mr. Ismail Bin Ahmed Al Belushi in his capacity as the Deputy CEO of the Special Economic Zone Authority at Al-Duqm on behalf of Al-Duqm Development Company (Tatweer) and from ADANI's Part, the Memorandum was signed by the Company's CEO; Mr. Karan Adani.

The signing ceremony was attended and witnessed by H.E. Sheikh Hamad Bin Saif Al Rawahi; the Sultanate of Oman's Ambassador to India and some other officials from both the Omani and the Indian sides.

The Signature of the said MoA comes as an

indigenous endeavor exerted by both; ADANI PORTS AND SPECIAL ECONOMIC ZONE LIMITED AND SPECIAL ECONOMIC ZONE LIMITED and SEZAD to explore better investment opportunities in Special Economic Zone at Al-Duqm in the fields of concern to the company.

The said Memorandum of Understanding stipulates upon setting an official and resilient framework for investment and cooperation between both parties and developing works in many key sectors in the Special Economic Zone at Al-Duqm. In the coming phase, ADANI PORTS AND SPECIAL ECONOMIC ZONE LIMITED will lodge a detailed list covering the projects it intends to set up in Al-Duqm and it will also determine the points of contracts and liaison between both parties to discuss all investment relevant topics.

ADANI PORTS AND SPECIAL ECONOMIC ZONE LIMITED (APSEZL) is deemed the largest ports company in India and is currently in charge of handling Mundra Port located at the coast of Gujarat, India with 24 wharfs and Adani group is engaged in many infrastructure and industry sectors with investments valued approx.. 12b US dollars.

Al-Duqm Development Company SAOC (Tatweer) is government company fully owned by SEZAD and it is its executive arm in the field





of implementing the basic infrastructure projects and attracting investments into the zone.

Fields of Work of Adani Group

On the operation areas of the Adani Group operates, Karani Adani, CEO of Adani Port and Economic Zones Company, said the Group operates in key industries synonymous with driving economic growth and takes a leadership position in resources, logistics, energy and agro. «We pride ourselves on the scale of our ambition, speed of execution and quality of operations,» stated Adani.

«Founded in 1988 by first-generation entrepreneur, Gautam Adani, under his leadership we are India's fastest growing infrastructure group employing over 11,000 people in India and around the globe. Today, the Adani Group operates the largest pan-India network of seaports providing transport and distribution services nationwide. The Group is the India's leading private enterprise power generation and transmission, renewables and solar energy manufacturing, mining, gas and edible oil production,» added Adani.

Mundra Port

He indicated that Mundra Port operated by the Group is India's largest private port and is the jewel in its network of 10 ports, which circumnavigate India. A container transshipment terminal is under construction at Vizhinjam, Kerala. «Adani Ports, and our fleet of ships, managed cargo volumes touching 170 MMT in 2017 and we expect to handle 200 MMT by 2020. Our logistics business comprising of rail and road transport services connects our ports to India's vast hinterland,» elaborated CEO of Adani Port and Economic Zone Company.

Solar Plants

«Adani Group operates three solar power plants, including India's largest solar power plant in Tamil Nadu, with seven additional solar plants are under development across the country. We also operate India's largest solar manufacturing facility at Mundra. Our combined generating capacity is 2.0GW projected to 10GW of renewables output by 2022. Today, we have a power generation capacity of more than 10GW across four thermal power plants in the states of Gujarat, Maharashtra, Karnataka and Rajasthan, making us India's leading private sector power producer,» added Adani.

Power Transmission

He noted that Adani Transmission is one of the largest private sector transmission companies in India with more than 5,000 circuit km of lines transmitting electricity across western, northern and central regions of India.

To ensure electricity for all Indians, Adani Mining is developing and operating mines in India, Indonesia and Australia, as well as importing and trading coal from many other countries.

Karani Adani spoke about the Adani Group's investments in other sectors. He said that Adani Wilmar produces India's first brand in edible oil in the name of Fortune, while Agri Logistics and Agri Fresh include the future of fresh food, the distribution of cereals and fresh apples leveraging our ultra-modern storage facilities across India,

He concluded by indicating that Adani Group's commitment to a world-class infrastructure in the areas of resources, logistics, energy and agriculture stimulated the building of a diversified, competitive and sustainable economy that would bring profound, lasting economic, social and environmental benefits to people everywhere.

Adani Group operates the largest seaport network in India and 3 solar plants

Group's investments are USD 12 billion and employs 11,000 people

In cooperation with the Wanfang Company Oman

SEZAD sends 88 students to study in China



SEZAD Chairperson in a commemorative photo with students and college officials

Yahya Al-Jabri urges students to work hard and stresses SEZAD strife to resolve any difficulties they may face

The faculty staff of Ningxia College affirms seriousness of Omani students and their quest for further educational attainment

Yinchuan (China) - الدقم :

During his recent visit to the Chinese city of Yinchuan, H.E. Yahya bin Said bin Abdullah Al-Jabri, Chairperson of the Special Economic Zone Authority in Duqm (SEZAD), visited the Omani students sent by SEZAD in cooperation with the Oman Wanfang Company at their Ningxia Polytechnic College.

During his visit, Al-Jabri urged the students to work hard and focus on academic achieve-

ment stressing that SEZAD is in constant contact with the College's administration to resolve any difficulties facing them. Al-Jabri met with the faculty and academic staff who briefed him on the performance of the Omani students there.

Al-Jabri's visit to students was to find out the levels of their scientific achievement, listen to their views, identify their aspirations and discuss any difficulties facing them.

The number of students studying in the



Part of applied lessons



College tour

Students will join the Sino-Omani Industrial City as soon as they complete their studies

People's Republic of China is 38 who began their studies last March. The duration of the study is two years, after which the student receives a diploma in one of the specialized technical and technological fields, such as renewable energy, oil equipment, petrochemical engineering, economic management, building materials, and computer applications. Ningxia Polytechnic College has recently received academic accreditation by the Ministry of Higher Education.

This is the first batch of students who will work as soon as they graduate in the Chinese companies operating in the Sino-Omani Industrial City in Duqm.

Second Batch

His Excellency's visit to the Omani studies came at the time in which SEZAD announced that the second batch of 50 students would join Ningxia Polytechnic College in the first quarter of next year, bringing the total number of stu-

dents in the People's Republic of China to 88.

This batch began September 2017 to study English language for 6 months at SEZAD Training Center to qualify them and raise their level in English before sending them to study at Ningxia Polytechnic College for two years to obtain a specialized diploma that would qualify them to work in the companies investing in the Special Economic Zone in Duqm (SEZD). The selection of the students relied on interviews conducted recently giving priority to the students of the Wilayat of Duqm in particular and of Al-Wusta Governorate in general.

These courses are part of SEZAD commitment to improve the efficiency of the human resources of the people of Duqm in particular and Al-Wusta Governorate in general to be able to fill the jobs offered by the companies investing in SEZD. They are also part of the commitment of Oman Wanfang Company to provide about 1000 jobs for young Omanis to work in the projects scheduled in SEZD.

Study focuses on the technical disciplines needed by the companies investing in the Sino-Omani Industrial City



From the campus

Qualifying students in English language at the training center in Duqm before sending them to China

Priority for people of Duqm in particular and the people of Al-Wusta Governorate in general



One of the training workshops in robot manufacturing

A tribute to the level of Omani students

During the visit of H.E. Yahya bin Said bin Abdullah Al-Jabri, SEZAD Chairperson, the academic and teaching staff at Ningxia Polytechnic College presented an explanation of the academic and training programs offered by the College to the Omani students studying therein. They briefed him on the sports activities, scientific visits, and entertainment programs offered to them. He also visited the student residence and learned about the services provided to them and the meals that the College is keen to provide to Arab students.

The academic and teaching staff of the College praised the level of Omani students, their seriousness and their desire for further academic achievement and continuous development.

Students express their optimism

For their part, the students presented

during the visit an explanation of the progress of the study, the services available at the College and the sports activities they exercise, expressing their gratitude for the opportunities offered to them.

Sorour bin Khadem Al-Junaibi, one of the students studying in the College from Duqm, said that the current stage of the training program includes a number of subjects related to electronic commerce, information systems, logistics, renewable energy, petrochemicals and business management. After completing the foundation stage, he stated, students will move to the specialization stage determined based on their tendencies and grades in the foundation stage.

Ambition and love of work

Al-Junaibi expressed his happiness with his choice to study in China. «I learned a lot through my studies here. The Chinese community we mix with is serious and ded-



And in the College restaurant



Sorour Al-Junaibi



Nasser Al-Ghafili

icated to work and has a desire for more learning. We have noted the great interest of the teaching staff and its keenness for us to benefit from our various teaching programs. They also help us to adjust to the nature of life in China and to do everything possible to increase our achievement,» indicated Al-Junaibi.

He noted that his time in the Chinese city of Yinchuan instilled ambition, love of work, dedication and the desire to learn more and gain experience in him. «We are learning new things every day, and this is a good opportunity to benefit from the Chinese experience in the College that is keen on our academic excellence. All these elements instilled in us the ambition to achieve the best and to return to the Sultanate with good experience that enables us to contribute positively to the development witnessed by SEZD in particular and the Sultanate in general,» added Al-Junaibi.

Participation in activities

For his part, Nasser bin Sultan Al-Ghafili, one of the students studying in China from

the Wilayat of Mahut, said that the Omani students studying in the College participate positively in the sports, social and cultural activities therein. He indicated that they have won the first place in football at the College level and participated in other competitions, such as speaking in Chinese and speaking in English competitions as part of the college's efforts to raise the level of its students studying therein.

He explained that the teaching method in the College is good, praising the applied training programs that he described as «excellent» and keep pace with the industrial and technical development witnessed in China, which earns the students good experience.

On behalf of their fellow students, Sorour Al-Junaibi and Nasser Al-Ghafili expressed their thanks and appreciation to SEZAD and Oman Wanfang Company for their training program coupled with direct employment in the companies scheduled in the Sino-Omani Industrial City in Duqm. They stressed that this ambitious project will contribute to a positive change in Duqm.

Omani students participate in sports, social and cultural activities at the college

Sorour Al-Junaibi: We are keen to increase our scientific achievements and our ambition is to contribute positively to the development witnessed by the Sultanate

Nasser Al-Ghafili: «Excellent» applied training programs in line with the industrial and technical development in China



Students at Ningxia College receive applied training in packaging

Misbah Qutb
An Egyptian writer specialized in
economic affairs
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Industry and “Start” Game

Fortunately, none of the entrepreneurs in our Arab world has come up with this question: what can I make while China has made everything and at a lower cost?

Having a question like this – and I hopefully we shall not pose it in the future – is a declaration of bankruptcy for reason, will and imagination. Even the new Chinese investor who enters the market in his country after all the development that has taken place does not ask himself this question. However, the above does not diminish the need for the manufacturer to enjoy the blessing of constructive worry, i.e. the worry that leads to questing something special to do, adopt research and scrutiny, examine others' experiences, try to read the future, and provide a modern infrastructure for the industries that he wants to establish. This also helps the investor to remain in constant touch with consumer desires, mood transformations, market trends etc.

It is entirely legitimate for the manufacturer to wonder what he can make or make part thereof within a clear value chain, or supply industrial technical services, local or imported materials to it, where, how, and to what extent?

The questions of the “start” identify access points and possibly road signs on the path to sustaining growth and activity, and risks and how to address them.

For this reason, attention to the Duqm emanated and it was considered the jewel of the crown in that distinct economic region, both at the Arab and world levels. For that, the officials of the Special Economic Zone in Duqm (SEZD) and its industries should continue to question and provide the applied answers in the form of choosing specific industries to adopt, localize, promote, or bet on.

The follower cannot miss three very important signals on the road to industrial development in Duqm. The first is the right choice to make fisheries-based industries, abundant in situ, i.e. in the Arabian Sea, one of the most important pillars of the industrial zone. This is a calculated treatment of a relative and competitive advantage and an accessible local given in which the Sultanate has a history and traditions. It also deals with a guaranteed future demand given the status of fish and marine products in general and their industries, especially fish oil, on the table of human food now and in the future.

The second element is the refineries currently under construction with a realistic, influential and well-chosen participation with the sisterly State of Kuwait, the largest producer of crude oil on one hand, and the oldest Al-Ajial Holding Fund in the Gulf and the Arab world on the other hand. In addition, Kuwait has shown in the last ten years a stronger interest in the refining industry rendering it plausible for it to share this experience with a promising country in the field of investment and has a distinct position on the Arabian Sea and the Indian Ocean directly far from any potential risks in the Gulf, i.e. Oman. The Sultanate's production of crude oil is growing and so is demand on refined products locally. The capacity of the refinery under construction is large and allows the refining of Kuwaiti crude or any other crude material from any other country that wishes. This in-

dustry is important now and in the future because it relates to the various chemical and petrochemical industries that are subject to exciting and continuous developments.

The third striking sign is the strong partnership with China in SEZD. Only the ambitious or the leader works with his counterparts. Working with a country like China also needs creative negotiation, clarity of vision, and accurate knowledge of the nature of the industry here and there, and areas that can bring both countries mutual and fair benefits at the same time.

I go back to what I mentioned in the introduction on industry and its questions, and the endless possibilities of introducing new products, innovative industrial services, and valuable patents, modifying existing products and producing the same production equipment, and deepening automation at all stages of manufacturing, etc. Away from repeating facts about the importance of industry to achieve advancement in the life of the country and citizens but the point I would like to stress – and which is absent in our Arab countries at the macroeconomic level – is that most of our countries do not have a modern and integrated mathematical model of their economy. I witnessed the attempt to model the Egyptian economy in one of the major research centers in Egypt, with one of the units of a German university, and saw the difficulty required. The issue is still faltering even after it has been modified to be a micro rather than a macro model.

The mathematical model is the one that measures all the variables that occur in all indicators of the economy and their relations with each other and the reflection of any change negatively or positively in each of them on the others. In the context of industry, I would suggest the preparation of an appropriate mathematical model and use it to measure progress in industrial development alone, either at a specific location or at the macro level.

It is customary at the national level to consider the measurement of the rate of industry growth and its contribution to GDP, employment, and exports and its share of total investments. These are basic indicators suitable for a country and can be used with a region or a plant. Other indicators of labor productivity, labor in different industries, cost of transport and packaging, currency unit productivity, energy consumption rates, value added generated by the use of a power unit in different industries, and abundance by environmental standards, etc.

The existence of such work will make it easy to measure progress rates, follow up aspects of excellence or shortcomings, and predict what can come, especially when there is a long series of data, so that we can devise a future path, as technical analysts do for securities.

With this mindset, national industry can present itself with pride in every place, first to its people and citizens, and then regionally and globally. Therefore, I imagine that SEZAD and SEZD have much to offer to investors as industrial opportunities during their participation in the China-Arab States Expo or any other global forum.




Chinese investments in Duqm represent the advanced level of relations between the two countries

 Interview by: Mohammed bin Ahmed Al-Shezawi

H.E. Sheikh Abdullah bin Saleh Al-Saadi, the Sultanate's ambassador to the People's Republic of China, affirmed the deep ties between the Sultanate and China, which date back to thousands of years, stressing the support provided to these relations by the leaderships of the two countries.

In a special interview with Duqm Economist Journal, H.E. Al-Saadi praised the great development witnessed in the relations between the two countries in the modern era. He indicated that the political relations between the Sultanate and China date back to 1978. On May 25, 1978, diplomatic relations between the two countries were established and they have reached the level of strategic consultation in the political sphere, an advanced stage in political relations between countries.


The Sultanate relies on a historical legacy in its relations with China


Chinese friends opened the way for us to discuss how to develop relations between the two countries



Sultanate's ambassador to China with Editor in Chief during the interview

Political stability and good relations with world countries encouraged Chinese companies to invest in the Sultanate

Embassy provides all the support and facilities needed by companies wishing to invest in Oman

Historical legacy

"The Sultanate relies on historical legacy in its relations with China that extends back thousands of years. The Omanis came to China as merchants and earned a good reputation. Therefore, we rely on this historical legacy that links us with this friendly country," added Al-Saadi.

He pointed out that the Sultanate's relations with China rely on firm foundations and there is a common understanding. "We have great support from the Embassy for our work here and this is reflected on the Omani-Chinese relations in general," said Al-Saadi.

"We have set our sights on improving the Omani-Chinese relations in various fields. The Embassy receives great support from the Ministry of Foreign Affairs and there is good support from the Chinese friends who opened the door for us to discuss the development of relations between the two countries in the cultural, economic, tourism, academic and other areas," elaborated Oman's ambassador to China.

Economic relations

On the economic relations between the Sultanate and China, H.E. Sheikh Abdullah bin Saleh Al-Saadi said that the economic relations between the two countries have witnessed great development over the past years, and the Sino-Omani Industrial City is the crowning achievement of the economic cooperation between the Sultanate and China.

He noted the importance of the projects that the Chinese side intends to establish in the Special Economic Zone in Duqm (SEZD), stressing that these projects are great and promising and will have positive effects for the national economy and contribute to the strengthening of economic relations between the two countries.

He stressed that there is great support from the Chinese side to encourage Chinese companies to invest in the Sultanate because of the Sultanate's stable political climate based on mutual respect and non-interference in the affairs of other countries. This policy enjoys international respect and appreciation due to the far sight that made the Sultanate an important destination for many meetings and consultations aimed at bringing the different points of view closer and contributing to the alleviation of tension in the region.

Attracting factors for investment

He said that the Sultanate's political stability and good relations with various countries in addition to the steps taken by the Sultanate to attract foreign investment have contributed to encouraging Chinese companies to invest in the Sultanate. He stressed that the Embassy offers all the support and facilities needed by companies wishing to invest in Oman. At the same time, the Chinese side is interested in investing in the Sultanate. "We have noticed a great deal of interest from Chinese officials and companies to invest in the Sultanate. There is support from the central government in Beijing and the local government in Ningxia of the Chinese investment in Duqm," explained Al-Saadi.

Invest in Duqm

Concerning "Invest in Duqm" promotional campaign organized by SEZAD in China in September 2017, H.E. Al-Saadi said, "We look at this campaign as a successful way to market the investment opportunities available in the Sultanate and a great effort has been made recently to put Duqm on the map of Chinese investments. Today, SEZD has become widely known to Chinese businesspersons and it is a successful gateway to investment in the



Sultanate. It has given a successful practical example in upgrading the economic relations between the two countries.

Promotion of Oman

The Ambassador of the Sultanate to Beijing highlighted the Embassy's efforts to strengthen the existing relations between the two countries and participate in many economic and social events in China. He said that the Sultanate's embassy in China participates in many exhibitions and events held in Beijing or in other Chinese cities with the aim of strengthening ties between both countries. "The embassy is seeking through its various participations to promote the Sultanate and its potential to attract investments. The embassy will be promoting tourism this year because of its impact on the national economy," added Al-Saadi.

Muscat - Guangzhou

He praised the airline launched in late 2016 between Muscat and the Chinese city of Guangzhou. He said that this line would contribute to the promotion of trade exchange and facilitate the movement of businesspeople between the Sultanate and China. "It will also provide a smooth link between the two countries, and this line is a positive indicator of the development of relations between the two countries. Since its launching, Muscat - Guangzhou route has achieved a good success and Oman Air became known in China."

The Sohar Ship Monument

He said that the Sohar Ship Monument in the city of Guangzhou confirms the deep relations between the two countries and reflects the Sultanate's keenness to strengthen them. His Majesty Sultan Qaboos bin Said's orders for Sohar Ship to sail from the Sultanate to China were to

renew the historical relations between the two countries. The ship sailed from the shores of the Sultanate on November 23, 1980 and arrived at the port of Canton in the city of Guangzhou on July 10, 1981, after it took about 6,000 nautical miles following the Omani Sinbad journey. The ship arrived at the port of Canton with a great reception.

He indicated that the site of the Sohar Ship Monument is a tourist attraction. It is located between Canton and Hong Kong, a tourist route that reminds tourists of the historical relations between the Sultanate and China, which the Sultanate restored last year and gave it many aesthetic touches, making it more attractive to tourists.

H.E. Sheikh Abdullah bin Saleh Al-Saadi, the Sultanate's ambassador to the People's Republic of China, expressed his confidence in the future of relations between the Sultanate and China, stressing the two sides' efforts to develop them to further growth and prosperity.



"Invest in Duqm" promotional campaign is a successful way to market investment opportunities

Working to promote the Sultanate and its potential to attract investment and focus this year is on tourism promotion

Sohar Ship Monument reflects the Sultanate's keenness to strengthen its relations with China

Marketing and its importance for Seaports

Marketing is one of the most important administrative functions of any organization and one of the most important determinants of its success. The ability of any organization to provide and market its products remains limited unless accompanied by an effective marketing effort that helps identify the customer's needs and increase the sales and profitability that the organization seeks to achieve.

A study applied to five hundred of the world's largest successful organizations and included in the book entitled *In Search for Excellence* found that these organizations share certain qualities that qualify them to be leaders in their respective industries. The study indicated that the feature that makes these organizations excel is the ability to provide the best service and quality to the target customer and the ability to innovate any new products from time to time to meet different changes in the needs and desires of customers.

We can view the marketing activity as a system consisting of several items, i.e. the products or services produced and marketed by the organization, price structures, promotional activities, and other marketing decisions. It is noteworthy that when the marketing manager plans marketing, he should consider the inevitability of integration between different marketing variables. For example, product advertising must be done by marketing and integrating other promotional activities, such as personal selling and sales promotion.

Internal and External Marketing

There is a strong correlation between the external marketing mix directed towards customers and the internal marketing mix directed towards the employees of the organization. The organization's change of its strategic orientation in entering new areas or change of its marketing objectives or strategies may require internal changes, whether in organizational structure, reallocation of resources, or relative emphasis of the different departments so that the marketing strategy designed for the target markets could achieve its objectives.

Impact of Economic Globalization on Marketing

Many studies in many developing countries point to the limited adoption by institutional officials of the philosophy of marketing concept as a key element in governing the various decisions within the organization. A large number of officials within the organizations believe that the function of production is the main function and that the role of marketing is to distribute and sell what has already been produced. In addition, many of them still confuse marketing and selling and consider both of them synonymous. However, the economic transformations, global economic blocs, and the tendency of many countries towards the application of market mechanisms have led to a greater sense of necessity for paying attention to customer desires and developing marketing strategies suitable for target markets.

Marketing Information System

It is a structure of individuals, devices and procedures designed to collect, save, analyze, evaluate and distribute the accurate information that a marketing manager needs to make timely marketing decisions.

There are many marketing variables that must be taken into account, whether those variables that occur in the external environment and difficult to control, such as economic conditions, government restrictions, competitors'

behavior... etc. while some of them are internal, such as decisions of the marketing mix itself. Therefore, each organization should take a number of marketing decisions some of which have a very important impact on its future, growth and stability and in terms of the huge investment spending it requires. Examples of these decisions include entering new markets, use of new technology, purchase or merger into another company (diversification).

We can divide the information needed to make marketing decisions into three groups: strategic information, tactical information, and information bank. The first group of information is required in the abovementioned strategic decisions. The second type is used in tactical decisions, such as sales planning in sales areas, the choice of the most appropriate means of advertising, the best way to develop relationships with distributors, etc. The information bank provides basic data useful in making marketing decisions. Examples of such data are the activities and actions of competitors, market trends, and organization's market share. This information needs constant follow-up to update it to meet current market conditions.

It is noteworthy that the effective marketing information system is the one capable of achieving the following aspects:

- Generate initial reports and different studies on marketing work systems whenever needed, such as (customer balance, sales movement of different goods in different regions, etc.)
- Effect integration of new and previously collected data to identify specific trends of different phenomena.
- Analyze data using mathematical models that provide an actual reality for the phenomena under consideration.
- Help managers answer the various questions they have about marketing activities (what happens if the ad increases by 10% or the inventory increases by 20%).

The required information is developed through four different means: internal records and reporting system of the organization, marketing intelligence system, marketing research system, and marketing decision support systems.

INTERNAL RECORDS AND REPORTING SYSTEM OF THE ORGANIZATION

The internal records and reports of the organization provide many information about orders from customers and distributors, items run out of stores, and demand rates for these items over different periods. In addition, sales data for different regions, customers and products are of great importance to the marketing manager, whether upon evaluating the performance of these areas or products, etc., or when developing different marketing plans to achieve sale objectives. It is noteworthy that sales data according to the previous bases may include the profitability of the area, customer or commodity after considering all the costs associated with achieving those sales.

MARKETING INTELLIGENCE SYSTEM

The marketing intelligence system consists of a set of procedures and sources used by managers to obtain the daily information of the variables that occur in the marketing environment. Therefore, we can differentiate between the system of records and reports and the marketing intelligence system on the basis that the first is concerned with the results of the generated data while the second relates to the events that these data show.

Dr. Ayman Mohamed Khalil Al Nahrawi

Chair of Training and Programs Department at the Arab Institute for Leadership at the Arab Academy for Science, Technology & Maritime Transport
Transport Economy, International Trade and Logistics Lecturer
Economic Advisor for the Arab Seaports Federation



MARKETING RESEARCH SYSTEM

Marketing research provide information that enables taking marketing decisions in the problems facing the organization from time to time or decisions that need information collection to help take them (such as introducing a new product to markets).

MARKETING DECISION SUPPORT SYSTEM

Marketing Decision Support System (MDSS) can be defined as a set of statistical tools, decision templates and pre-programmed programs to assist marketing managers in analyzing data and rationalizing marketing decisions.

TARGETING MARKETS

Any organization has three strategies in determining market coverage as follows:

A- Standardized marketing strategy:

This strategy ignores the idea of different customer needs and treats the whole market as one unit and one goal. The underlying concept of this strategy is that customers' needs are similar and stereotypical and therefore one product and one marketing mix can serve all customers.

B- Non-standardized marketing strategy:

The organizations that follow this strategy depend on the idea of dividing the market into sectors, and offering different commodities and a different marketing mix for each sector.

C- Focused marketing strategy:

This strategy aims at serving one or a few market sectors and depends on the concept of market segmentation as it divides the market into homogeneous sectors but focuses its strategies on serving a specific sector or a limited number of sectors.

MARKETING SYSTEMS IN SEAPORTS

The seaport cannot succeed in implementing any marketing strategies without the existence of a set of systems supporting marketing activity used in the analysis, planning and monitoring of marketing activities, as follows:

1- Marketing information systems

A marketing information system is created to provide and generate the necessary information on changes and developments in the external environment of the port, whether in terms of competition and global trends in the field of maritime transport or in the legislation or definitions of competing ports. It is not possible to adapt to the environment and estimate the volume of demand according to customer services and expectations of the quality of service provided by the availability except through capturing accurate information about these variables through, which we can analyze and study to identify trends and future demands.

2- Systems to ensure the achievement of the requirements of shipping lines and customers

They aim to establish systems for the periodic review of the views of customers and shipping lines on the quality and efficiency of the policy of services provided by the port and methods of dealing with administrative and management aspects. This also includes the existence of systems that encourage customers and parties related to the port to submit complaints and proposals that help strengthen the effectiveness of marketing activity and identify sources and areas of customer complaints to overcome and try to avoid them.

This is done by:

- Regular and planned communication with shipping

lines and agents through a high regulatory level at the port and discussing their proposals.

- Sending checklists to all parties related to the port to identify their views, examine these opinions and proposals, re-categorize them and enter them into the marketing information system so that they can be relied on in development, decision-making and analysis to develop new services.
- Actual attention to customer complaints and trying to solve them quickly and decisively to prevent recurrence.

3- Providing marketing cadres

One of the most important prerequisites for the success of the proposed marketing strategies is the ability of the port to attract and recruit the marketing cadres capable of facing future challenges and the dynamism of maritime transport industry as well as qualifying a number of cadres in the areas of customer service.

4- Promotion

Promotion is that part of communication that aims to inform, persuade and remind the customer of the product offered by the organization and influence him to accept, buy and use it. In this sense, promotion is the marketing communication tool that relies on answering several questions: Who is communication? What does he want to do? What are the appropriate means of communication? Who is the target audience?

The communication model consists of four main components:

Sender: source of the message to be transferred to the addressee.

Message: set of meanings to be sent or delivered to the addressee.

Means: means of communication through which the message is conveyed.


Addressee: recipient of message or party to which the message is sent.

Advertising is the most widely used and widely known means by customers and most commonly used by companies when promoting their products. Advertising is a non-personal means that provides goods and services to the market for promoting them through a given entity and for a fee.

When comparing advertising with other means of promotion, especially personal sale, it has many characteristics, including geographical spread, which is difficult to achieve by personal sale because the advertising reaches a large number of potential consumers, provides some information about the product or service and influences them through some technical aspects of advertising and ability to repeat message. The advertiser can repeat and strengthen the message, which increases the ability of the marketing representative to influence the consumer. Although advertising is a high cost (in its overall form) means, the cost of the message per consumer is low because many consumers are exposed to the message.

SEZAD Incorporates the Partnership and Development Department


The department aims at developing social responsibility initiatives for companies operating in SEZAD


The Partnership and Development Department aims to encourage the formation of Small And Midsized Enterprises (SMEs) to boost the economy and created job opportunities

Muscat-

The Special Economic Zone Authority in Duqm (SEZAD) announced a decision to establish the Partnership and Development Department which consists of the Corporate Social Responsibility Section and the Small and Midsized Enterprises (SMEs) section.

SEZAD's decision reflects its keenness to promote the ethos of corporate social responsibility and to encourage companies operating in SEZAD to emphasize this side of business operations and to bolster the role of SMEs and encourage these companies to benefit from opportunities offered by SEZAD.

According to the decision to establish the Partnership and Development Department, which was signed by SEZAD Chairman Yehia Bin Saed Bin Abdullah Al Jabri, the department will establish social corporate responsibility strategy and executive mechanisms in coordination with stakeholders in addition to meeting the requirements of government entities concerned with corporate social responsibility, forging partnerships for growth, SMEs and efforts coordination.

According to the decision the Partnership and Development Department will promote the social corporate culture of SEZAD among all local society groups, establish programs and initiatives to contribute in highlighting the importance of social partnership by all components of the local society in Duqm and Al Wusta Governorate provinces, coordinate corporate social responsibility efforts through functions, events, programs and activities management in SEZAD, establishing necessary mechanisms to strengthen government efforts aiming at boosting the contribution of SMEs in var-

ious economic activities in SEZAD, in addition to setting the necessary executive plans and their financial requirements, including the unique identity of SEZAD and managing SEZAD's programs and initiatives in this field.

Creation of Domestic, Regional and International Partnerships

According to the decision, the Social Responsibility Section will be in charge of all issues related to the establishment of domestic, regional and international partnerships to support joint intercorporate programs such as charity funds and societies and other non-government organizations NGOs and identifying key social issues and opportunities for social programs and initiatives based on economic, social and environmental developments.

The Social Responsibility Section will also coordinate all aspects of social responsibility programs consistently with the visions and objectives of SEZAD and encourage the implementation of innovative projects to boost levels of corporate social responsibility in SEZAD's social sphere.



SMEs Department


According to the decision, SMEs Department will work on establishing the appropriate social system to ensure the adoption and implementation of projects and partnerships in ambitious social initiatives and launching social initiatives for SEZAD companies with the aim of encouraging society to establish SMEs that improve economic performance and creates job opportunities and coordinate with the single station to facilitate the registration of SMEs. The SMEs Depart will also coordinate with various SEZAD departments to implement all applicable government resolutions to help SMEs engage in operations, including the allocation of 10% of government procurements to SMEs.

The SMEs Department will also be in charge of proposing executive mechanisms to boost benefits derived by SMEs from business opportunities offered by SEZAD, whether in the private sector or government projects and will work on establishing necessary plans to develop the SMEs sector and propose appropriate development mechanisms.



Delivering the award by Pierre Moukarzel, President of the Arab Organization for Social Responsibility, to SEZAD team

«SEZAD» WINS GOLD MEDAL IN COMMUNITY SERVICE

Sharm El-Shaikh - :

The Arab Organization for Social Responsibility honoured the Special Economic Zone Authority in Duqm (SEZAD) with the gold medal for its continuous efforts in supporting social responsibility programs at a ceremony held recently in Sharm El-Sheikh, Egypt.

The gold medal was received by Ismail bin Ahmed Al-Balushi, Deputy CEO of SEZAD, in the presence of the Director of the Department of Partnership and Development in SEZAD, Abdul-Aziz Al-Hinaey. Pierre Moukarzel, President of the Arab Organization for Social Responsibility, praised SEZAD team for their efforts in serving social responsibility programs and reinforcing their concepts in society.

During the celebration program, SEZAD presented a presentation in which it reviewed the experience and roles of SEZAD in supporting the community through its role in forming a committee to support projects and programs of community development, in addition to the creation of initiatives and activities, most notably the development of training and qualification programs and study missions. This is in addition to finding job opportunities for male and female young people. SEZAD also worked to establish a social responsibility fund to support community projects. The presentation reviewed SEZAD plans and activating various aspects related to social responsibility and the involvement of the community in the plans and programs implemented.

The ceremony witnessed the honouring of many distinguished institutions and personalities in the field of social responsibility at the level of the Arab region that receives excellence shields and certificates of appreciation.

It is worth mentioning that the Arab Organization for Social Responsibility is a non-profit organization that seeks to raise awareness of the concept of social responsibility and move it from being an individual concept to be a culture of society, which contributes to the development and advancement of Arab societies. The Arab Organization for Social Responsibility assigns the gold excellence shield to honour the institutions and companies that perform their social mission in recognition of their outstanding efforts and influential contributions in the area of social responsibility.



SEZAD's Deputy CEO:



The regulation aims to attract investments and encourage citizens and to reside in Duqm

development projects, such as tourist complexes and multi-story buildings allocated for residential, commercial or tourist uses.

Ismail bin Ahmed Al-Balushi, SEZAD's Deputy CEO, indicated that the real estate development projects are one of the investment areas in the Zone that has witnessed great interest from investors over the past years. Therefore, SEZAD sought to draft the Regulation that regulates the use of state owned lands for real estate development, and clarifies the rules for the sale of usufruct rights of real estate units, and sets out the developer's obligations and usufructuary's rights.

In an interview, Al-Balushi added that the new Regulation also aims to encourage citizens and foreigners to stay in Duqm by allowing them to purchase the usufruct rights offered by real estate developers for sale. The Regulation allows Omanis and other nationalities - whether natural or legal - to acquire usufruct rights of real estate units built in real estate development projects. This will contribute to meet the expected demand on residential units in Duqm, which is in line with SEZAD's plan to make the Zone a suitable place to live and stay.


Good Areas of Land


According to the new Regulation, real estate developers will receive a good total land area of not less than 100,000 square meters per project, allowing them to provide many facilities for the residents. The term of the usufruct shall be 50 calendar years which is renewable for similar periods. This shall provide the stability which has sought by workers and residents in Duqm.

Muscat - :

The implementation of the regulation governing Real Estate Development in The Special Economic Zone at Duqm (SEZD) shall commence tomorrow (Wednesday). It is noteworthy, that the SEZAD Board of Directors has already approved and endorsed the Regulation at its second meeting this year chaired by H.E. Yahya bin Said Al-Jabri, Chairman of the Board.

The Regulation, published in the latest issue of the Official Gazette, aims to strengthen SEZAD's efforts to attract domestic and foreign investments and provide the legislative environment that encourages the private sector to invest in the construction of real estate


Flexible procedures for the purchase of usufruct rights in real estate units


Provision of at a total area of at least 100,000 square meters for each project





Facilities for Foreigners

SEZAD's Deputy CEO has highlighted the facilitations provided by the Regulation for foreigners. He has added that residency may be granted under the procedure's of the Royal Omani Police to usufructuary's who reside in properties located in one of the real estate development projects in the Zone and their first degree relatives, subject to the provisions of the Regulation and without prejudice to the provisions of Omani's Foreigners' Residency Law. It is also possible to grant residence to two natural persons who are not related to the usufructuary but legally represent the legal usufructuary. This procedure also applies to the legal representative of the principal developer and his or her first-degree relatives.

Usufructer's Rights

Al-Balushi discussed the contents of the Real Estate Development Regulation on the usufructuary's rights. He added that the Regulation stipulates the right of the usufructuary to use the real estate unit in its entirety and the parts intended for the common use of the building and to dispose of this right and exploit it without prejudice to the ownership of the assets. The principal developer may transfer or dispose of the usufruct right after obtaining

SEZAD's written approval without prejudice to usufruct of the real estate units.

Real Estate Usufructers' Associations

The Regulation allows the usufructuary of real estate units to form and manage associations that include a group of neighboring properties. The association shall maintain the safety of the property, its common parts and its annexes, and ensure its maintenance, the provision of the required services for the property, and the optimum use for the purpose for which it was established. For this purpose, the associations have the right to contract with companies specialized in the maintenance of buildings and are registered with SEZAD as determined by the Board in terms of the conditions, controls and procedures set in this regard.

Ismail bin Ahmed Al-Balushi, SEZAD's Deputy CEO, called upon investors wishing to establish real estate development projects in Duqm to obtain a license from SEZAD in accordance with the provisions of the Regulation regulating the Investment Environment in the Zone and confirmed that SEZAD has been working to remove all the difficulties and obstacles facing investors when implementing projects in the Zone.

Usufruct term is up to 50 renewable calendar years

Usufructer of real estate units entitled to set up and manage real estate user associations

Granting of residence in accordance to ROP procedures for the non-Omani usufructuaries and his relatives of the first degree



Apartments in the frontier town at Duqm

Decision No (45/2017)

Issuing the Regulation of Real Estate Development in the Special Economic Zone at Duqm

In pursuance of Royal Decree No. 119/2011 on the establishment of the Special Economic Zone Authority at Duqm and issuance of its Regulation,

The Regulation of the Special Economic Zone at Duqm promulgated by Royal Decree No. 79/2013,

The approval of the Board of Directors of the Special Economic Zone Authority at Duqm in its Second Meeting held on June 15th, 2017;
And in pursuance of the public interest,

It is decided:

Article 1.

Real estate development in the Special Economic Zone at Duqm shall be carried out in accordance with the provisions of the attached Bylaw.

Article 2.

This decision shall be published in the Official Gazette and shall be effective as from the date following the date of publishing.

Issued on: 2nd of Dhul Hijjah 1438 AH
Corresponding to 24th of August 2017 AD

Yahya bin Said bin Abdullah Al-Jabri
Chairman of Board of Directors

Bylaw regulating Real Estate Development in the Special Economic Zone at Duqm

Chapter One Definitions and General Provisions

Article (1)

In the application of this Bylaw, the following words and terms shall have the same meaning assigned to them in the Bylaw Regulating the Usufruct of State-owned Lands in the Special Economic Zone at Duqm issued by Decision No 327/2015, and in addition the following words and expressions shall have the meanings assigned to them therein unless the context requires otherwise:

Zone: The Special Economic Zone located in Wilayat of Duqm for the purpose of establishing economic, service and other enterprises, whose boundaries and location are shown on the map attached to Royal Decree No. 119/2011 and as amended by the Royal Decree No. 5/2016 Designating the Development of Ras Markaz as a Public Utility Project and Attaching it to the Special Economic Zone at Duqm.

Real Estate Development: works or projects aiming at the development of real estate by way of constructing infrastructure, utility amenities, multistory buildings and tourism complexes for residential, commercial, residential-commercial or tourism type of use.

Project: Real Estate Development Project.

Developer: master developer or sub developer.

Master Developer: the legal person licensed to practice the business of Real Estate Development.

Sub-Developer: the legal person contracted by the Master Developer in accordance with an agreement between the Parties to develop all or a part of the Project that the Master Developer carries out.

The Beneficiary: the beneficiary of the Real Estate Unit.

Real Estate Unit: part of the Real Estate Development Project that has specific boundaries and area even if it was on a planning scheme. This unit shall not include the land on which it is built.

The Planning Scheme: an engineering drawing for the Real Estate Unit which is intended to be established, showing its location, boundaries, area and the specifications necessary to define it in a detailed manner that dispels misconception.

Sale off the Planning Scheme: sale of the usufruct right of the Real Estate Unit before it is established or fully constructed.

Article (2)

The provisions of this Bylaw shall apply to all the activities related to the Real Estate Development that are established on the state-owned lands in the Zone and to all dispositions applied on the constructed Real Estate Units.

Furthermore, the provisions of the Bylaw Regulating the Usufruct of State-Owned Lands in the Special Economic Zone at Duqm referred to herein, shall be applied where there is no specific text provided in this Bylaw.

Article (3)

Omanis or other nationalities -either natural or legal persons- may acquire the usufruct right of the Real Estate Units that are constructed within Real Estate Development Projects as clarified in this Bylaw.

Article (4)

All data and information related to Real Estate Development Projects in the Zone shall be recorded in the Real Estate Development Register of the Authority. This register shall include -in particular- the name of the Master Developer and Sub-developer, the purpose of the project, the name of the Beneficiary and all dispositions applied on the Real Estate Unit.

Chapter Two

Conditions Regulating the Usufruct of State-Owned Lands in the Zone for the Purposes of Real Estate Development

Article (5)

Those interested to practice the business of Real Estate Development in the Zone shall obtain a license from the Authority as per the provisions of the Bylaw Regulating the Investment Climate in the Special Economic Zone at Duqm as issued by decision No 323/2015.

Article (6)

Benefiting of the Master Developer of usufruct rights on lands located in the Zone which are designated for Real Estate Development Projects shall be for a fee and in accordance with the following conditions:

- 1- The area of the land shall not be less than (100) one hundred thousand square meters.

- 2- The land shall be planned for residential, commercial, residential-commercial or tourism use.
- 3- The percentage of the land footprint used for construction shall be according to the percentages determined by the Authority.
- 4- The Master Developer shall prepare a master plan of the Project to be approved by the Authority.
- 5- The Master Developer shall submit the following:
 - a- A time schedule for the project implementation.
 - b- A detailed report on the purpose of the Project and ways to achieve it.
 - c- A standard form of the sub-usufruct contract which will be signed with the Beneficiary in order to be approved by the Authority.
 - d- Evidences of expertise, technical competence and financial capability.
 - e- A marketing plan for selling the usufruct right of the Real Estate Unit.
 - f- Any other data or documents that the Authority defines

Article (7)

The right of usufruct on the lands located in the Zone which are designated for Real Estate Development Projects shall not be established except in accordance to a Usufruct and Development Agreement signed with the Authority for this purpose, provided that the Agreement shall include terms and conditions governing the usufruct right, particularly the following:

- 1- The period of the usufruct shall be up to (50) fifty years, and may be renewed for similar periods.
- 2- The usufruct right shall not be subject to any form of disposition except after obtaining a written consent from the Authority, otherwise the disposition is considered void.
- 3- The Master Developer shall abide to use the land during the period defined in the Usufruct & Development Agreement as per the terms and conditions of this Regulation or the Bylaw Regulating the Usufruct of State-Owned Lands in the Special Economic Zone at Duqm referred to herein, or stipulated in Agreement.
- 4- The land shall not be used for purposes other than that for which the usufruct right is granted.
- 5- The Master Developer is obliged to implement the infrastructure, deliver the required services to the Project, adhere to the time schedule for the Project implementation, and the planning and environmental requirements as set out by the Authority.

Article (8)

The Master Developer may assign some the Project's works to a Sub-Developer in accordance with an agreement to be signed between them subject to obtaining a prior written consent from the Authority.

Article (9)

The Developer is prohibited from advertising or promoting to sell the usufruct right of the Real Estate Units before their establishment or construction completion in any means of advertising unless a written consent is obtained from the Authority.

Article (10)

The form of the legal entity of the Developer shall not be changed except after the construction of the Project is completed and handed over. Nevertheless, this change can be carried out with the Authority's consent if it serves the interest of the Project; on the condition that it does not violate the rights of the beneficiaries or the guarantees to complete the Project. .

Article (11)

The usufruct right granted to the Master Developer shall be terminated if the Master Developer violates any conditions of the Usufruct and Development Agreements signed with him, or the provisions of this Bylaw and the legislations in force. Nevertheless, the Authority may grant an extension period to the Master Developer to correct the violation or complete the Project based on reasons he declares and the Authority assesses.

Chapter Three

The Conditions for Selling the Usufruct Right of the Real Estate Units

Article (12)

The Developer may sell off the planning scheme as per the usufruct contract referred to in Clause (5c) of Article (6) of this Bylaw, after obtaining a written consent from the Authority. Any contract concluded before obtaining this consent shall be considered void.

Article (13)

The sub-usufruct contract referred to in Clause (5c) of Article (6) of this Bylaw shall determine the terms and conditions of the sub-usufruct right over the Real-estate Unit and the period of the sub-usufruct. The contract shall not contradict the provisions of this Bylaw and the legislations in force, and it shall include the following:

- 1- The name and address of the Master Developer and the name of the Sub-Developer –if available- and their addresses.
- 2- The data relating to the Project in which the Real Estate Unit is located.
- 3- The area of the Real Estate Unit and its detailed description in a clear manner.

- 4- The right of the Beneficiary to receive the schematic drawings of the interior of the Real Estate Unit.
- 5- The amount of charges fees or rent agreed upon and any other amounts that the Beneficiary is obliged to pay.

Article (14)

The Developer is obliged to hand over the Real Estate Unit for the Beneficiary, along with a copy of schematic drawings of the interior of this Unit, attached therein a certificate from the Authority stating that the Project is completed in accordance to specifications of the construction permit or agreed upon specifications.

Article (15)

The Developer and Beneficiary shall register all dispositions applied on the Real Estate Unit at the Authority, including the granting of a sub-usufruct right on it, its rental or mortgage or other charges.

Article (16)

Granting of sub-usufruct right on the Real Estate Unit for a period exceeding the usufruct period accorded for the the land on which it is built is prohibited.

Chapter Four

The Rights of the Beneficiary

Article (17)

The Beneficiary shall have the sub-usufruct right on the Real Estate Unit inclusive of all its facilities, and parts that are designated for common use. The Beneficiary shall have the right to dispose and benefit from this sub-usufruct right to the exclusion of its freehold ownership.

The Master Developer –after receiving a written approval from the Authority- has the right to dispose the usufruct rights granted to him by the Authority without prejudice to the usufruct rights over the Real Estate Units, and this disposition by the Master Developer shall carry with it the sub-usufruct rights.

Article (18)

The Beneficiaries of the Real Estate Units shall have the right to establish and manage associations for the beneficiaries of the constructed properties. They may also establish Unit Owners Association comprising a group of adjacent properties. The association shall maintain the safety of the property, its common-use parts, and annexes, and ensure its maintenance, provision of the required services for the property, and its optimal use for the purpose it was built for. For this purpose, the association shall have the right to contract with companies specialized in the maintenance of buildings which are registered with the Authority, as per the terms, conditions and procedures specified by the Board of Directors in this regard.

Article (19)

Without prejudice to any penalty the provisions of the Foreigners' Residence Law issued by Royal Decree No. 16/95, and its Executive Regulation issued by Ministerial Decision No. 63/96, residence may be granted in accordance with the conditions and the procedures in force by the Royal Oman Police for the following categories:

- 1- Non-Omani beneficiaries and their first degree relatives concerning natural persons.
- 2- Two natural persons without relatives who represent officially the beneficiary legal entity.
- 3- The official representative of the Master Developer and his first-degree relatives.

Chapter Five

Final Provisions

Article (20)

Notwithstanding any penalties stipulated by the laws and regulations in force, the Authority may impose an administrative fine estimated according to the degree of the violation and shall not exceed (50,000) fifty thousand Omani Rials for the Developer, and (5000) five thousand Omani Rials for the Beneficiary, in the case of violating the provisions of this Bylaw or the conditions of the license issued for the Master Developer.

Article (21)

The Authority - at any time- shall have the right to acquire whatever it deems necessary from documents, data or information, and perform inspections to ensure the compliance of the beneficiary and the developer with the provisions of this Bylaw and the Usufruct and Development Agreements.

Article (22)

The Chairman shall issue, after the approval of the Ministry of Finance, the fees that accrue to the Authority against the services it renders in implementing this Bylaw.



**Mohammed bin
Ahmed Al-Shezawi**
Editor-in-chief



This practical training will help students understand and absorb many of the secrets of modern industrial techniques, which would provide us with a generation of Omani industrialists who shine in this area of rapid global development

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With students in China

Perhaps the most interesting thing I admired in my meeting with the Omani students studying in China is their determination and enthusiasm to study despite the challenges they face being in a society quite unlike their indigenous one in Duqm where they lived in during their previous school years.

The students indicated this change in their meetings; however, they asserted it would be a positive change that would lead them to further learning and academic achievement to return to the Sultanate once they have completed their studies with extensive knowledge about the modern techniques in which they are trained. Moreover, their vast knowledge would exceed the acquired information and skills to those of dealing with a new society they know for the first time. This will enrich their experience and skills in dealing with the new industrial community established in Duqm, which includes diverse nationalities and cultures.

I have also noticed many workshops and learning labs that train students on the latest Chinese technology in their fields of specialization. This practical training will help students understand and absorb many of the secrets of modern industrial techniques, which would provide us with a generation of Omani industrialists who shine in this area of rapid global development.

Students expressed their pleasure to be the first batch in the scholarship program to China, which provides training grants coupled with direct employment at Wanfang Oman. They also stressed their keenness to be models of their country and exemplary Omani citizens in their academic, sports and cultural activities in the college and in their integration with the community in China.

In parallel with the scholarship program to China, SEZAD and the companies operating in SEZD have provided about 30 internal scholarships to the people of the Wilayat of Duqm, in addition to the short training courses aimed at enriching the knowledge of youth and developing their potential. In our view, the internal and external scholarship programs at that early stage of SEZD will contribute to the qualification of Omani youth to lead industry and innovation in Duqm. Today, we do not see this effort as merely a job creation issue, but a qualitative leap for the community, which will be one of the contributors to achieving SEZD economic goals and not just benefiting from SEZD development.