Invest عُمان OMAN

الدقم الاقتصادية
Duqm Economist

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for Special Economic Zones and Free Zones

Promising Investment Opportunities

RO
2.9 billion
For the establishment of new strategic projects in the Special Economic Zone at Duqm

More than RO
200 million
New investment projects in economic and free zones

RO
96.2 million
Korean project for the production of electric vehicles and battery cells in Duqm

RO
73.9 million
Agreements for Al Dhahirah dry port, administrative and commercial complex

RO
181 million
Investments in the Food City at Khazaen Economic City

Words of Wisdom

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

Royal Speech

HM Sultan Haitham bin Tarik

– May Allah protect and preserve him –

Royal Decree
50/2026
Establishing the Artificial Intelligence Special Zone in the Governorate of Muscat

We, Haitham bin Tarik, the Sultan of Oman

after perusal of the Basic Statute of the State,

Royal Decree 105/2020 Establishing the Public Authority for Special Economic Zones and Free Zones and Determining Its Mandates,

and the Law of Special Economic Zones and Free Zones issued by Royal Decree 38/2025,

and in pursuance of public interest,

have decreed as follows

Article I

A special economic zone named the "Artificial Intelligence Special Zone" is hereby established in the Governorate of Muscat on the area of land specified in accordance with the attached masterplan.

Article II

The Board of Directors of the Public Authority for Special Economic Zones and Free Zones shall undertake appointing the person to manage, operate, and develop the Artificial Intelligence Special Zone, in coordination with the Ministry of Transport, Communications, and Information Technology.

Article III

Projects established in the Artificial Intelligence Special Zone are granted the incentives, advantages, exemptions, and facilities stipulated in the mentioned Law of Special Economic Zones and Free Zones.

Article IV

This decree must be published in the Official Gazette, and comes into force on the day following the date of its publication.

Issued on: 12 Dhu Al-Qa'dah 1447

Corresponding to: 30 April 2026

Haitham bin Tarik

Sultan of Oman

Promising Investment Opportunities in an Attractive Economic Environment

Competition among countries today is no longer based solely on the size of their natural resources. It increasingly depends on their ability to create an attractive investment environment and provide integrated economic ecosystems capable of attracting quality capital and transforming it into productive projects with sustainable impact. In this context, special economic zones, free zones, and industrial cities in the Sultanate of Oman are gaining growing strategic importance as some of the most significant drivers supporting economic diversification and enhancing the competitiveness of the national economy.

The investment opportunities available in these zones reflect a clear vision aimed at directing investments toward value-added sectors, in line with national aspirations to build a diversified economy based on industry, technology, innovation, and advanced logistics services. The wide diversity of these opportunities, ranging from manufacturing and food industries to renewable energy, advanced technologies, and logistics services, demonstrates the existence of a promising economic base capable of accommodating various types of domestic and foreign investments.

What is particularly noteworthy is that these opportunities are no longer confined to traditional activities but are rapidly expanding into future-oriented sectors that form the backbone of the new global economy and the engines of growth for decades to come. Investments in green industries, low-carbon hydrogen, semiconductors, cybersecurity, and renewable energy reflect Oman's ability to keep pace with international economic transformations and anticipate market requirements for the coming decades.

The geographical distribution of these opportunities across different governorates and economic zones also provides an additional developmental dimension, contributing to greater economic balance, enhancing local development, and creating employment opportunities across the Sultanate's various wilayats. Each zone possesses comparative advantages that qualify it to attract specific economic activities, whether in terms of geographical location, infrastructure, proximity to ports and airports, or the availability of natural resources.

The Special Economic Zone at Duqm (SEZAD) stands out as a clear example of this approach, offering promising investment opportunities in the fields of energy, heavy industries, logistics services, tourism, and mining industries, benefiting from its strategic location overlooking some of the world's most important maritime trade routes. Likewise, the Salalah Free Zone serves as an attractive hub for investments in pharmaceuticals, food industries, advanced technologies, and green hydrogen projects, while the Sohar Free Zone continues to strengthen its position as an integrated industrial and logistics hub, benefiting from its proximity to regional markets and global maritime transport networks. The Al Mazunah Free Zone also offers diverse investment opportunities that support trade, industry, and logistics services linked to neighboring markets. Meanwhile, Khazaen Economic City has emerged as an integrated platform for food industries, logistics services, and service and real estate projects, strengthening food security and supply chain systems in the Sultanate of Oman.

At the same time, industrial cities spread across the Sultanate's governorates are increasingly attracting manufacturing industries and small and medium-sized enterprises, contributing to the deepening of the national production base, enhancing integration among various industrial activities, increasing local manufacturing levels, supporting national supply chains, and creating sustainable employment opportunities. This, in turn, strengthens the national economy's ability to generate greater added value and diversify income sources over the long term.

It is important to view these opportunities as investments in the future rather than merely short-term economic projects. Every new factory, logistics project, or advanced technological facility represents a genuine addition to the national production system, contributing to knowledge transfer, strengthening local content, developing national capabilities, and enhancing the competitiveness of the Omani economy at both the regional and international levels.

The diversity of investment opportunities across special economic zones, free zones, and industrial cities demonstrates that the Sultanate of Oman is moving confidently toward building a more resilient economy capable of adapting to global changes. This presents a timely opportunity for investors to benefit from a continuously evolving business environment and for the national economy to advance its path toward sustainable growth and achieve comprehensive development objectives in the years ahead.

Editorial Team

Investment opportunities in economic zones, free zones, and industrial cities are no longer limited to traditional activities; rather, they are increasingly shifting toward future-oriented sectors that constitute the backbone of the new global economy and the key drivers of growth in the decades ahead.

الهيئة العامة للمناطق
الاقتصادية الخاصة والمناطق الحرة
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Sultanate of Oman سلطنة عمان

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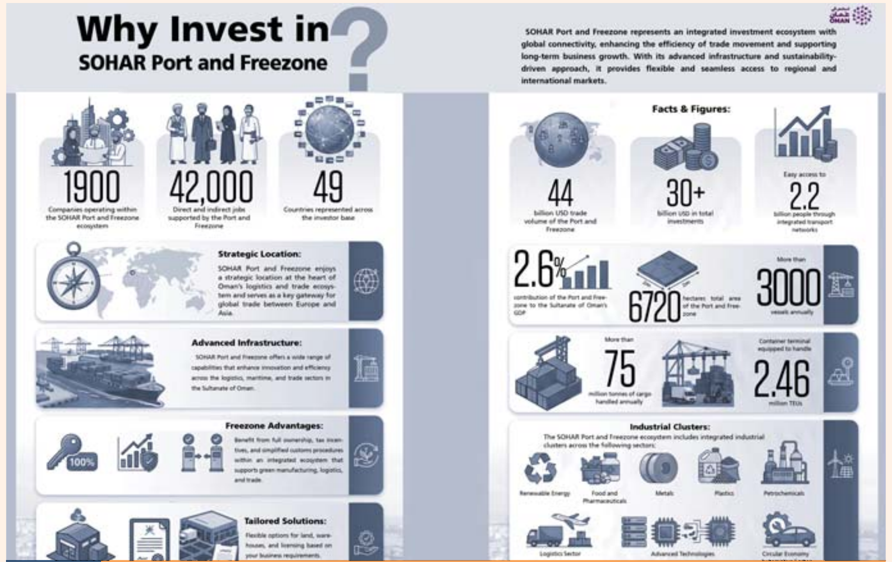

189

Promising Investment Opportunities Across Economic & Free Zones and Industrial Cities

Muscat - Duqm :

Economic zones, free zones, and industrial cities in the Sultanate of Oman offer around 189 diverse investment opportunities across the industrial, logistics, renewable energy, advanced technologies, food processing, and manufacturing sectors, within an integrated business environment supported by modern infrastructure, competitive incentives, and streamlined procedures, enhancing investment attractiveness and supporting the growth and expansion of projects in local, regional, and global markets.

The industrial cities affiliated with the Public Establishment for Industrial Estates (Madayn) provide 74 investment opportunities, while the Special Economic Zone at Duqm offers promising opportunities across eight strategic sectors, including heavy industries, renewable energy, logistics services, tourism, and manufacturing industries.

In addition, the Salalah Free Zone offers 5 key investment opportunities, while Sohar Free Zone provides 37 investment opportunities. Al Mazunah Free Zone offers 11 investment opportunities, and Khazaen Economic City provides 62 investment opportunities, reflecting the diversity of available opportunities and the wide range of sectors targeted for investment.

Investment Opportunities in Selected Industrial Cities and Areas Affiliated with Madayn

74 Investment Opportunities

1 Sohar Industrial City (26 Investment Opportunities)

- Manufacturing of extruded polystyrene sheets
- Manufacturing of woven polypropylene bags
- Manufacturing of ceramic tableware
- Metal cans factory
- Masterbatch manufacturing
- Manufacturing of polyethylene preforms
- Manufacturing of semi-rigid aluminium containers
- Manufacturing of bolts and nuts
- Fibreglass boat manufacturing
- Manufacturing of calcined lime products
- Calcium carbonate manufacturing
- Calcined dolomite
- Reverse osmosis membranes
- Manufacturing of engineered quartz tiles
- Manufacturing of aluminium composite panels
- Iron and steel factory
- Childcare centre for working mothers
- Vocational training centre
- Tyre manufacturing plant
- Refrigerator manufacturing
- Air-conditioning equipment manufacturing plant
- Plant for manufacturing finished fibreglass products
- Production of polyester fibres from polyethylene terephthalate (PET) plastic bottles
- Bitumen factory (waterproofing membrane)
- Glass wool insulation
- Sodium silicate factory

2 Ibri Industrial City (15 Investment Opportunities)

- Medical cotton products factory
- Marble powder (calcium carbonate) production plant
- Dry mix factory
- Marble factory and quarry
- Marble production from silica sand
- Adhesives manufacturing from marble waste
- Reverse osmosis membrane manufacturing
- Electrical equipment factory
- Electrical conductors factory
- Electrical sockets and switches factory
- Logistics services investment
- Refrigerated warehouse for food and pharmaceutical products
- Commercial services building
- Residential complex (Phase One)
- Electrical sockets and switches manufacturing plant

3 Samail Industrial City (12 Investment Opportunities)

- Dry mix factory
- Calcined dolomite
- Marble factory and quarry
- Reverse osmosis membranes
- Electrical tools factory
- Electrical conductors factory
- Electrical sockets and switches factory
- Office supplies factory
- Computers and accessories factory
- Sustainable alternatives for fish feed
- Military uniform supplies
- Commercial warehouse complex

4 Knowledge Oasis Muscat (6 Investment Opportunities)

- Childcare centre for working mothers
- Data recovery and secure device disposal laboratory
- Outsourced Semiconductor Assembly and Test (OSAT) services
- Semiconductor design company
- Cybersecurity as a Service (CaaS)
- Firewall and cybersecurity laboratory

5 Nizwa Industrial City (2 Investment Opportunities)

- Ceramic tableware manufacturing
- Sodium silicate manufacturing

6 Mahas Industrial City (2 Investment Opportunities)

- Vehicle fuel station
- Workers' village

7 Sur Industrial City (3 Investment Opportunities)

- Fibreglass boat manufacturing
- Manufacturing of extruded polyethylene sheets
- Medical clinic

8 Raysut Industrial City (2 Investment Opportunities)

- Sodium silicate manufacturing
- Medical clinic

9 Buraimi Industrial City (6 Investment Opportunities)

- Food products packaging factory
- Packaging materials factory
- Aluminium beverage cans and food containers factory
- Integrated honey and honey derivatives production plant
- Copper scrap recycling factory
- Medical clinic

Investment Opportunities in the Special Economic Zone at Duqm (SEZAD)

الدقم DUQM المنطقة الاقتصادية الخاصة SPECIAL ECONOMIC ZONE

48 km² for Mining Industries	31 km² for Tourism Projects	35 km² for the Green Metals Zone	9 km² for Petrochemicals beside Duqm Refinery	24 km² for Oil Storage and Derivatives	37 km² for Refineries and Petrochemicals

Vehicle Manufacturing and Assembly

- Establishment of electric, hydrogen-powered and conventional vehicle factories
- Opportunities for vehicle spare parts manufacturing
- Allocation of an automotive zone within medium industries
- Availability of raw materials and industrial infrastructure

Iron and Metal Industries

- Opportunities for iron, steel and aluminium projects
- Allocation of 35 km² for the Green Metals Zone

Renewable Energy and Green Industries

- Projects for renewable energy production and component manufacturing
- Assembly of solar panels and wind turbines
- Allocation of areas for green industries of various sizes

Refining, Petrochemicals, and Oil Storage Industries

- Opportunities for refinery, petrochemical and oil storage projects
- Allocation of 37 km² for refining and petrochemicals in Ras Markaz
- Allocation of 24 km² for oil and petroleum products storage in Ras Markaz
- Allocation of 9 km² for petrochemicals adjacent to Duqm Refinery
- Growing global demand supports investment and storage opportunities

Logistics and Transport Services

- Leveraging the facilities of Port of Duqm and Duqm Airport
- Opportunities for shipping and international transport companies
- Support for supply chains, storage and regional distribution

Mining and Cement Industries

- Allocation of 48 km² for mining and cement industries
- Availability of raw materials required for mining industries
- Opportunities for manufacturing and direct export through ports

Tourism Sector

31 km² allocated for tourism projects

- Integrated tourism cities
- Hotels and resorts
- Parks
- Beaches and promenades
- Restaurants and cafés
- Entertainment and service facilities

Fisheries and Food Industries

- Fish processing and fish derivatives production projects
- Utilisation of abundant and diverse fish resources
- Export opportunities to Gulf and global markets

Key Highlights of Duqm

1. Wide diversity across energy, industry, tourism, and logistics services
2. Dedicated zones that support integrated value chains
3. Connectivity between the port and the airport enhances export opportunities

5 Key Investment Opportunities

Investment Opportunities in Salalah Free Zone

المنطقة الحرة بصلالة Salalah Free Zone The World Within Your Hands

Mineral-Based Manufacturing Industries

- Cement, gypsum and construction materials factories
- Utilisation of Dhofar's natural resources

Key Sectors:
- Mining
- Building materials
- Manufacturing industries

Green Hydrogen and Its Derivatives

- Green hydrogen and green ammonia projects
- Production of sustainable aviation fuel and green steel
- Target markets: Europe and Asia

Facilities:
- Large industrial plots
- Direct proximity to the port
- Specialised storage and transport facilities

Advanced Technologies

- Data centres, artificial intelligence and semiconductor industries
- Supporting the digital economy and future industries

Target Sectors:
- Cybersecurity
- Advanced communications
- Smart electronics

Food Industries

- Dairy, frozen food, juice and seafood processing plants
- Enhancing food security and exports
- Target markets: Gulf countries, East Africa and Yemen

Facilities:
- Warehouses and cold-storage facilities
- Availability of gas and electricity
- Integrated logistics services

Pharmaceutical Industries

- Establishment of pharmaceutical, biopharmaceutical, vaccine and dietary supplement plants
- Supporting pharmaceutical security and exports to global markets
- Target markets: Gulf countries, Africa, Yemen and the Indian subcontinent

Facilities:
- Industrial land
- Ready-built warehouses

Key Features of Salalah

1. Combining industry, technology, and clean energy
2. Direct proximity to Salalah Port and Airport supports exports
3. Diversity of target markets enhances investment attractiveness

Investment Opportunities in Sohar Free Zone

SOHAR PORT / FREEZONE

37 Investment Opportunities

Plastics and Petrochemical Industries	Advanced Metal and Engineering Industries	Food Industries	Pharmaceutical Industries	Non-metallic Building Materials	Glass and Composite Industries	Shipping and Storage

Plastics and Petrochemical Industries

- Manufacture of extruded polystyrene sheets
- Manufacture of woven polypropylene bags
- Manufacture of masterbatch
- Manufacture of polyethylene bottle preforms
- Reverse osmosis membranes
- Production of polyester fibre from polyethylene terephthalate (PET) plastic bottles
- Manufacture of medical tools and devices

Advanced Metal and Engineering Industries

- Metal cans factory
- Aluminium foil manufacturing
- Manufacture of semi-rigid aluminium containers/trays
- Manufacture of bolts and nuts
- Manufacture of aluminium composite panels
- Iron and steel plant
- Tyre manufacturing plant
- Manufacture of electric battery products
- Refrigerator manufacturing

Food Industries

- Industries related to white sugar products
- Industries related to flour products
- Industries related to nut products

Glass and Composite Industries

- Fibreglass manufacturing
- Plant for producing finished glass fibre products for the solar panel industry

Shipping and Storage

- Ready-built dry and refrigerated storage facilities

Pharmaceutical Industries

- Active pharmaceutical intermediates for β-type antibiotics
- Caps, closures, and containers
- Bottles, inner liners, and packaging films
- Pharmaceutical packaging and rigid containers
- Pharmaceutical packaging foils and tubes
- Gas packaging solutions
- Dermatological creams

Non-metallic Building Materials and Minerals

- Manufacture of quicklime products
- Manufacture of refined copper moulds
- Manufacture of calcium carbonate
- Calcined dolomite
- Manufacture of engineered quartz tiles
- Bitumen factory (waterproofing membrane)
- Glass wool insulation
- Sodium silicate plant

Broad industrial diversity across petrochemicals, metals, pharmaceuticals, and food

Strong presence of manufacturing, packaging, and supply chains

Availability of dry and refrigerated storage solutions supports logistics and industrial activities

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Investment Opportunities in Khazaen Economic City

خزائن khazaen

62 Investment Opportunities

Total Area: **564,626** square meters

Project Plot Sizes: Start from 5,000 m² and reach more than 163,000 m²
- A range of plot sizes suitable for small, medium, and large projects

Industrial Sector: The largest share of opportunities (especially in food industries)

Service Sector: Includes commercial facilities and diverse services

Real Estate Sector: Includes a residential complex project

Key Project Types:
- Ready-built workshops and warehouses
- Bottled water, juice and soft drinks factories
- Furniture factories
- Three-star hotel
- Commercial promenade (restaurants, retail outlets, offices and apartments)
- Residential complex

Food Industries (Food City)
- Processing and freezing of fresh fruits and vegetables
- Production of chocolate and peanut butter
- Ice cream manufacturing
- Gelatine manufacturing
- Spices and herbs processing
- Condensed milk production
- Canned chickpeas and tahini sauce manufacturing
- Natural and concentrated juice production
- Vinegar manufacturing
- Jam and jelly production
- Hot beverage manufacturing
- Noodle production
- Dairy alternatives manufacturing
- Popcorn production
- Breakfast cereals manufacturing
- Integrated infant formula manufacturing plant
- Powdered milk production
- Ready-made soup manufacturing
- Meat products manufacturing
- Ready-to-cook seafood products factory
- Food industries complex
- Marine industries complex

Service and Logistics Projects
- Vehicle service centre
- Truck service centre
- Distribution centre for meat, poultry and frozen food products

Investment Opportunities in Al Mazunah Free Zone

Number of Investment Opportunities Offered: **11** Opportunities

Investment Type: **Direct Investment Opportunities**

Development Phases: **Phases I and II**

Available Plot Sizes: **From 2,000 to 5,000 m²**

Distribution of Investment Opportunities by Sector
- Industrial Sector: 9 Opportunities 81.8%
- Logistics & Warehouses Sector: 2 Opportunities 18.2%

Logistics & Warehouses Sector
- Sale and Storage of Building Materials
- Trade and Storage of Solar Energy and Renewable Energy Systems

Industrial Sector
- Preservation, Freezing, Packaging, and Processing of Fish Products
- Preservation, Freezing, and Packaging of Meat and Its Derivatives
- Preservation, Freezing, Cooling, and Packaging of Fruits and Vegetables
- Manufacture of Tomato Paste and Ketchup
- Manufacture of Liquid and Powder Detergents
- Light food manufacturing plants
- Iron products factories
- Blending and packaging of motor oils and derivatives
- Other activities related to animal and poultry feed manufacturing

Exploring Enhanced Cooperation with Economic Zones in the Kingdom of Saudi Arabia

Reviewing the implementation progress of the Special Economic Zone project in Al Dhahirah Governorate

Riyadh - الدقم Duqm :

During his official visit to the Kingdom of Saudi Arabia, His Excellency Qais bin Mohammed Al Yousef, Chairman of the Public Authority for Special Economic Zones and Free Zones (OPAZ), discussed enhancing economic cooperation between the two brotherly countries in the fields of economic zones, industry, and logistics.

During the visit, His Excellency and the accompanying delegation met with His Excellency Fahad bin Abduljalil Al-Saif, Minister of Investment and Chairman of the Board of Directors of the Economic Cities and Special Zones Authority (ECZA), in the presence of His Excellency Mazen AlSaleh, Acting Secretary-General of the Economic Cities and Special Zones Authority. The meeting discussed ways to strengthen economic and investment cooperation between the Sultanate of Oman and the Kingdom of Saudi Arabia, particularly in the areas of special economic zones, free zones, and industrial cities. The two sides also reviewed the latest developments regarding the Special Economic Zone in Al Dhahirah Governorate, located near the Oman–Saudi border, which is achieving high completion rates in infrastructure works. Both sides emphasized the expected role of the zone in enhancing economic activity between the two countries, as ongoing efforts continue to position it as a logistics and industrial hub.

His Excellency Qais bin Mohammed Al Yousef also met during his visit to the Kingdom of Saudi Arabia with His Excellency Bandar bin Ibrahim Alkhorayef, Minister of Industry and Mineral Resources and Chairman of the Board of Directors of the Saudi Authority for Industrial Cities and Technology Zones (MODON). During the meeting, the two sides discussed strengthening cooperation in the industrial sector. His Excellency also met with His Excellency Sultan Al-Marshad, Chief Executive Officer of the Saudi Fund for Development, where they discussed cooperation in development projects financed by the Fund. In addition, His Excellency Qais bin Mohammed Al Yousef met with His Excellency Abdullah bin Mohammed Al-Sadhan, Deputy Governor for Operations at the Zakat, Tax and Customs Authority.

OPAZ participates in World FZO Conference in Panama... Qais Al Yousef highlights investment opportunities

Panama - الدقم Duqm :

The Public Authority for Special Economic Zones and Free Zones (OPAZ) participated in the 12th World Congress of the World Free Zones Organization (World FZO), hosted by the Republic of Panama under the theme: "Free Zones in the New Global Operating Model: Challenges and Opportunities".

The OPAZ delegation was headed by H.E. Qais bin Mohammed Al Yousef, Chairman of the Public Authority for Special Economic Zones and Free Zones. During his participation in the Ministerial Roundtable held as part of the congress, he affirmed that global economic and geopolitical changes are creating a new model for the operation of economic and free zones, based on operational resilience, service efficiency, and enhancing the reliability of supply chains.

He pointed out that the Sultanate of Oman is working to develop its economic zones into integrated platforms that support trade and investment and provide a business environment capable of adapting to rapid global transformations.

He explained that Oman's strategic location, advanced infrastructure, developed ports, economic, free and industrial zones, in addition to investment-supportive policies, strengthen its position as a trusted regional hub for economy, trade, logistics services, and value-added industries. He also affirmed OPAZ's commitment to expanding international partnerships and benefiting from global best practices to enhance the competitiveness of economic and free zones and support economic diversification objectives.

OPAZ also participated in the Annual General Assembly meetings of the World Free Zones Organization, which discussed the organization's priorities amid new global transformations and geopolitical developments. During the meetings, several initiatives and programmes were approved that will positively benefit the organization's members.

OPAZ's participation in the congress reflects its growing presence in the economic and free zones sector, while showcasing the investment opportunities offered by special economic zones, free zones and industrial cities, along with their advanced infrastructure, competitive incentives and strategic location connecting regional and global markets.

Oman and the UAE Discuss Enhancing Cooperation in Economic Zones, Free Zones, and Industrial Cities

Abu Dhabi - الدقم Duqm :

His Excellency Qais bin Mohammed Al Yousef, Chairman of the Public Authority for Special Economic Zones and Free Zones (OPAZ), met with His Highness Sheikh Mansour bin Zayed Al Nahyan, Vice President of the United Arab Emirates, Deputy Prime Minister, and Chairman of the Presidential Court, in the UAE capital, Abu Dhabi, to enhance economic and investment cooperation in economic zones, free zones, and industrial cities.

During the meeting, the two sides reviewed areas of economic cooperation and opportunities for integration between the economic and free zones in the two brotherly countries, in addition to discussing investment opportunities in industrial, logistics, and advanced technology sectors.

His Excellency also met with His Excellency Abdullah bin Touq Al Marri, Minister of Economy and Tourism of the United Arab Emirates, and His Highness Sheikh Ahmed bin Saeed Al Maktoum, President of the Dubai Civil Aviation Authority, along with a number of officials, investors, and entrepreneurs from various economic sectors.

The meetings discussed opportunities to enhance economic and investment cooperation and exchange expertise and knowledge in the fields of developing economic and free zones, advanced industrial technologies, lifestyles in economic cities, and best practices for improving the business environment, in a manner that supports the competitiveness of economic zones and enhances the attraction of quality investments and regional supply chains.

Reviewing Infrastructure Readiness at Al Rawdah Special Economic Zone

Discussing investment opportunities and the competitive advantages offered by the zone to investors

Mahdah - الدقم Duqm :

His Excellency Qais bin Mohammed Al Yousef, Chairman of the Public Authority for Special Economic Zones and Free Zones (OPAZ), conducted a field visit to the Al Rawdah Special Economic Zone project in Al Buraimi Governorate, where he met with His Excellency Sayyid Dr. Hamad bin Ahmed Al Busaidi, Governor of Al Buraimi, as part of efforts to monitor the progress of development projects and strengthen the attraction of quality investments to the governorate.

The meeting included a presentation on the economic activity in Al Buraimi Governorate and the growth witnessed in commercial activities and the business environment, in addition to highlighting joint efforts aimed at empowering the private sector and enhancing the governorate's attractiveness to investments, in line with the government's direction toward supporting comprehensive economic development across all governorates.

The visit also included a field tour of the Al Rawdah Special Economic Zone, with the participation of an investment delegation from the Emirate of Dubai in the United Arab Emirates, and in the presence of Abdulla Al Hashmi, Chief Operating Officer of DP World.

His Excellency and the accompanying delegation reviewed the level of infrastructure readiness in the Al Rawdah Special Economic Zone and were briefed on the investment opportunities available in the industrial, commercial, and service sectors, which enjoy relative advantages that enhance the zone's attractiveness to investors due to its strategic location. The briefing was delivered by Mahdah Development Company.

The meeting and visit were attended by a number of Their Excellencies the Walis, sheikhs, and dignitaries of Al Buraimi Governorate, as part of efforts to strengthen community engagement and keep them informed of the latest developments and implementation stages of the Al Rawdah Special Economic Zone project.

OPAZ participates in Kazan International Forum

The forum promoted the investment environment and highlighted incentives and advantages

Kazan - الدقم Duqm :

The Public Authority for Special Economic Zones and Free Zones (OPAZ) participated in the International Economic Forum "Russia – Islamic World: KazanForum 2026", held in Kazan, Republic of Tatarstan, Russia.

The OPAZ delegation to the forum was headed by H.E. Eng. Ahmed bin Hassan Al Dheeb, Deputy Chairman of OPAZ. The participation aimed to promote the investment environment in special economic zones, free zones and industrial cities, while highlighting the advantages and incentives offered by OPAZ to international investors. It also sought to strengthen strategic partnerships and open new avenues of cooperation with the Russian side, particularly the Republic of Tatarstan, in addition to exchanging knowledge and benefiting from Russian expertise in technical infrastructure and specialised management of economic zones.

During his participation in the panel discussions, H.E. Eng. Ahmed bin Hassan Al Dheeb affirmed that the Sultanate of Oman offers numerous investment opportunities for investors from around the world. Speaking during the "International Industrial Cooperation" session, he highlighted that the Sultanate of Oman has an infrastructure that supports industrial projects, in addition to an integrated network of ports that contributes to the growth of industrial exports. He also shed light on the infrastructure solutions provided by the zones, available investment opportunities and the importance of logistics integration.

During his participation in the panel discussions and meetings of the Oman–Russia Business Seminar, organised by the Oman Chamber of Commerce and Industry to showcase joint investment opportunities and attended by His Excellency Rustam Minnikhanov, Rais of the Republic of Tatarstan, H.E. Eng. the Deputy Chairman of OPAZ delivered a speech highlighting the promising investment opportunities in special economic zones, free zones and industrial cities in the Sultanate of Oman. He also reviewed the industrial and logistics capabilities offered by these zones and the investment environment supporting value chains, noting that investment growth in these zones exceeded 50% over the past five years.

Exploring Opportunities to Attract Pharmaceutical Industries and Enhance Logistics Cooperation and Storage of Petroleum Products with China

Beijing - الدقم Duqm :

A delegation from the Public Authority for Special Economic Zones and Free Zones (OPAZ), during its visit to the People's Republic of China, explored high-tech industries in the fields of pharmaceuticals and medical devices, and discussed enhancing cooperation with companies operating in the logistics sector and storage of petroleum products.

The delegation was headed by H.E. Eng. Ahmed bin Hassan Al Dheeb, Deputy Chairman of the Public Authority for Special Economic Zones and Free Zones (OPAZ), with the participation of a number of officials from economic zones, Khazaen Economic City and Sohar Port.

The delegation visited several Chinese cities, where it met with a number of government officials and companies specialised in biopharmaceuticals, oil and petroleum storage facilities, in addition to conducting field visits to economic zones and advanced factories producing medical equipment.

10 Investment Agreements and Cooperation Memoranda

RO 2.9 billion for the establishment of new strategic projects in the Special Economic Zone at Duqm

Al Duqm - Duqm :

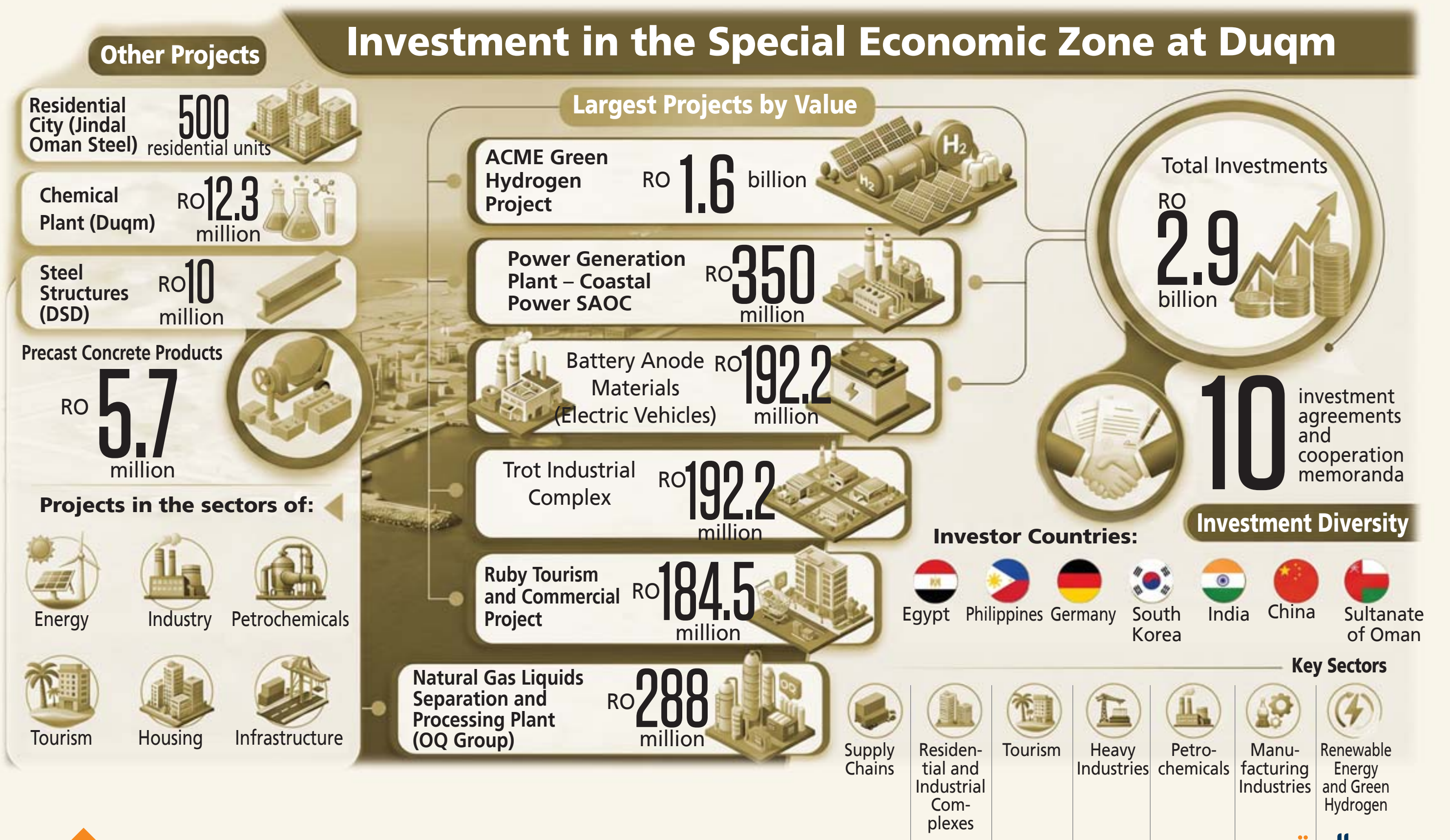
The Public Authority for Special Economic Zones and Free Zones (OPAZ) signed 10 investment agreements and cooperation memoranda for the establishment of new projects in the Special Economic Zone at Duqm, with a total value of RO 2.9 billion, equivalent to approximately USD 7.5 billion.

The agreements included the implementation of the downstream scope of Phases II and III of the ACME Green Hydrogen Project by ACME Green Hydrogen One LLC, with investments amounting to RO 1.6 billion, equivalent to USD 4.2 billion. They also included the design, construction and operation of a power generation plant by Coastal Power SAOC, under contract with Oman Power and Water Procurement Company, with an investment value of RO 350 million, equivalent to USD 910 million. In addition, the agreements covered the establishment of a battery anode materials manufacturing project for electric vehicles with investments reaching approximately RO 192.2 million (USD 500 million), and the development of a residential city for employees of Jindal Oman Steel, comprising 500 residential units, with investments reaching RO 30 million (USD 78 million).

The agreements also included the establishment of a chemical products manufacturing plant with investments amounting to RO 12.3 million (USD 32 million) by Duqm Chemical Products LLC, a steel structures manufacturing project with investments of RO 10 million (USD 26 million) by DSD Ferrometalco Steel Construction, and a precast concrete products manufacturing project for construction developments with investments amounting to RO 5.7 million (USD 15 million) by QIYAADI Construction Technologies.

The agreements included the establishment of a power generation plant, ammonia and chemical projects, as well as integrated industrial, tourism and residential complexes.

In addition, three cooperation memoranda were signed. The first was with OQ Group concerning a Natural Gas Liquids Separation and Processing Plant in the Petrochemical Industries Area of the Special Economic Zone at Duqm, with estimated investments of RO 288 million (USD 750 million). The second was with Trot Holding Company for the establishment of an integrated industrial complex covering one million square metres, with investments amounting to RO 192.2 million (USD 500 million). The third was with Ruby Prime Investment and Development for the development of an integrated tourism and technology complex comprising two hotels rated two and three stars and a commercial shopping mall, with investments reaching RO 184.5 million (USD 480 million) on a site covering 200,000 square metres.



H.E. Qais bin Mohammed Al Yousef, Chairman of OPAZ, affirmed that the signing of these agreements and cooperation memoranda comes within the framework of the Royal directives to enhance the investment environment in the Sultanate of Oman. He added that the agreements reflect the confidence of local and international companies in Oman's investment climate in general, and in the Special Economic Zone at Duqm in particular, as well as in the zone's infrastructure and expected role in regional and global trade and supply chains.

His Excellency stated that the new projects are aligned with global investment trends in the green economy, renewable energy and electric vehicle battery components. He noted that they will also enhance quality of life in Duqm through tourism projects and residential communities for employees, which represent a qualitative addition to the existing projects in the Special Economic Zone at Duqm and are expected to positively impact economic activity, local value addition, and employment opportunities.

He highlighted the diversity of projects and investor nationalities, noting that the agreements signed include investments from China, India, South Korea, the Philippines, Germany and Egypt, in addition to investments from government-owned and private companies in the Sultanate of Oman.

He further stressed that OPAZ will continue promoting investment opportunities available in the Special Economic Zone at Duqm and the economic and free zones under its supervision. He praised the efforts exerted by various government entities that contributed to attracting these investments, including the Ministry of Foreign Affairs, the Ministry of Commerce, Industry and Investment Promotion, the Oman Investment Authority, Invest Oman and the National Negotiation Team. He also welcomed local and international companies that have chosen Duqm as a base for their production operations and new manufacturing facilities.

For his part, Eng. Ahmed bin Ali Akaak, Chief Executive Officer of the Special Economic Zone at Duqm, stated that the new projects are aligned with the zone's strategy and vision to attract more high-quality investments. He stressed that the agreements reflect investor confidence in Duqm and the zone's readiness to enter a more advanced phase of industrial and investment growth.

H.E. Qais Al Yousef: The agreements reflect the confidence of local and international companies in Oman's investment climate.

Eng. Ahmed Akaak: The zone is an integrated economic platform capable of attracting high-quality investments.

Implementation of the downstream scope of the ACME Green Hydrogen Project, a power generation plant, and a battery materials manufacturing facility.

He added that the signing of these agreements and cooperation memoranda, with a total investment value exceeding USD 7.5 billion, clearly demonstrates that Duqm is no longer merely a promising project in development, but has become an integrated economic platform capable of attracting high-quality investments across multiple sectors, including green energy, manufacturing industries, supply chain-related industries, chemical industries, construction technologies, industrial complexes, and the tourism and services sectors.

He affirmed that the zone's management will continue supporting investors, addressing challenges, accelerating procedures and ensuring that these projects are translated into tangible realities that add genuine value to the national economy.

Local and international companies participating in the agreements expressed their appreciation for the efforts undertaken by the Public Authority for Special Economic Zones and Free Zones and the management of the Special Economic Zone at Duqm to accelerate the signing of the new project agreements. They affirmed that their decision to invest in the Special Economic Zone at Duqm stems from their confidence in the investment environment, competitive advantages, and industrial and logistics infrastructure available in the zone.

Supporting Economic Diversification and Enhancing Value Addition

New Investment Projects in Economic and Free Zones with Investments Exceeding RO 200 Million

Muscat - Duqm:

In a move reflecting the accelerating pace of attracting quality investments, the Public Authority for Special Economic Zones and Free Zones (OPAZ) witnessed the signing of investment agreements for the establishment of a number of new projects in the Special Economic Zone at Duqm (SEZAD), Salalah Free Zone, and Khazaen Economic City, with a total investment value exceeding RO 200 million.

The investment agreements provide for the establishment of projects across several vital economic sectors, including electric vehicle batteries, specialized plants in steel, cement, pipe manufacturing, adhesive production, tile cutting and processing, in addition to a pharmaceutical warehouse.

The agreements reflect OPAZ's efforts to attract new investments and localize a range of quality projects that contribute to economic diversification and enhance value addition to Omani industries in line with the objectives of Oman Vision 2040.

Enhancing Economic Diversification

H.E. Qais bin Mohammed Al Yousef, Chairman of OPAZ, affirmed that the signing of these agreements, with a total investment value exceeding RO 200 million, represents an important step toward strengthening economic diversification across the governorates and reinforcing Oman's position as a regional hub for attracting quality investments.

His Excellency explained that these projects, distributed across vital sectors in various economic, free, and industrial zones, reflect the confidence of local and international investors in Oman's competitive investment environment.

He added that OPAZ continues to develop an integrated system of incentives, flexible regulations, and modern infrastructure that enhances value addition to national industries, supports the localization of advanced technologies, and creates sustainable business opportunities, in line with the objectives of Oman Vision 2040.

He further noted that these agreements represent an extension of ongoing efforts to attract quality investments and strengthen strategic partnerships, stressing that the coming phase will witness accelerated implementation of industrial projects with significant economic impact.

Flexible Regulations and Investment Incentives

Dr. Saeed bin Khalifa Al Quraini, Director General of Investment Sector Development at OPAZ, said that economic and free zones have become among the most prominent economic enablers due to their flexible regulations, investment incentives, and ease of establishing economic projects, coupled with continuous support provided by OPAZ and the zones to investors throughout all stages of investment, beginning from project establishment and continuing beyond the launch of commercial operations through aftercare services. He noted that partnership with investors remains one of the key pillars emphasized by OPAZ.

H.E. Qais Al Yousef: The agreements enhance economic diversification across governorates and reinforce Oman's position as a regional hub attracting quality investments

Steel Billet Plant in Duqm

Among the signed agreements was the establishment of a steel billet plant in the Special Economic Zone at Duqm by Al Shaya Group, with investments amounting to RO 41 million and a production volume of approximately 306,000 metric tonnes annually during the first phase.

The agreement was signed on behalf of OPAZ by H.E. Qais bin Mohammed Al Yousef, Chairman of OPAZ, and on behalf of Al Shaya Group by Abdul Latif Mohammed Al Shaya, Group Chief Executive Officer.

Eng. Ahmed bin Ali Akaak, Chief Executive Officer of the Special Economic Zone at Duqm, said that the new project represents a qualitative addition to steel projects being implemented in the zone by several global companies, commending Al Shaya Group's decision to establish its project in the Special Economic Zone at Duqm.

Following the signing, he emphasized the project's importance in strengthening downstream metal industries in the zone and supporting value chains, thereby contributing to industrial diversification and reducing dependence on imports. He noted that the zone has allocated approximately 107,000 square metres of land for the new project.

For his part, Abdul Latif Mohammed Al Shaya stated: "We selected the Special Economic Zone at Duqm for this project due to its strategic location as a multi-sector industrial hub connected to Duqm Port overlooking the Arabian Sea and the Indian Ocean, as well as its integrated industrial infrastructure and numerous investment incentives."

He affirmed that Duqm offers structural cost advantages and logistical flexibility, positioning the project to benefit from future green hydrogen initiatives.

He explained that the project aims to meet growing regional demand for steel billets driven by construction and infrastructure activities, while also reducing imports and increasing local value addition. He noted that the new industrial facility will utilize Electric Arc Furnace (EAF) technology, which has a lower carbon intensity compared to conventional steel production.

Commercial production is expected to commence in 2028 with output reaching 306,000 tonnes during the first year of operation, increasing to 342,000 tonnes annually by 2030.

Project in the Electric Vehicle Sector

During the ceremony, an investment agreement was signed for the establishment of an anode active materials manufacturing project used in lithium batteries for electric vehicles in Salalah Free Zone, with an investment value of RO 35 million.

The project will be implemented by GFCL EV Products Limited and represents the company's second project in the electric vehicle sector within Salalah Free Zone, following the signing last year of an investment agreement for an advanced battery chemicals project.

The investment agreement was signed on behalf of Salalah Free Zone by Dr. Ali bin Mohammed Tabouk, Chief Executive Officer of Salalah Free Zone, and on behalf of the investing company by its Chief Executive Officer, P. C. Jain.

Dr. Ali bin Mohammed Tabouk said that the signing of this agreement represents a strategic step that strengthens Salalah Free Zone's position as a regional hub for advanced industries, particularly in clean energy and electric vehicle technologies.

He added: "Attracting a project of this scale, with an investment of US$90 million and an area exceeding 186,000 square metres, demonstrates our ability to compete globally and reflects investors' confidence in the efficiency of our investment environment, the integration of our infrastructure, and the clarity of our direction toward high value-added industries."

The agreements reflect investors' confidence in the economic and free zones

RO 200

Investment value of the new projects

Key New Projects

Khazaen Economic City

1. Adhesive Manufacturing Plant and Tile Cutting & Processing Unit — Investment value: RO 6 million
2. Infrastructure Products and Cement Manufacturing Plant — Investment value: RO 5 million
3. Advanced Pharmaceutical Warehouse — Investment value: RO 1.2 million
4. Plastic Pipes Manufacturing Plant — Investment value: RO 600K

Salalah Free Zone

Anode Active Materials Manufacturing Project for Lithium Batteries

Investment value: 35 million

Special Economic Zone at Duqm (SEZAD)

Steel Billet Plant

Investment value: 41 million

Production capacity: 306K tonnes annually

With a total cost of RO 73.9 million

Agreements signed to develop the Dry Port and Administrative and Commercial Buildings Complex at Al Dhahirah Special Economic Zone

Ibri - Duqm :

The Public Authority for Special Economic Zones and Free Zones (OPAZ) signed agreements for the third and fourth packages of Al Dhahirah Special Economic Zone project, which include the construction of the Dry Port, Veterinary Quarantine, and the Administrative and Commercial Buildings Complex, at a total cost of RO 73.9 million.

The agreements were signed on behalf of OPAZ by H.E. Qais bin Mohammed Al Yousef, Chairman of OPAZ, while the agreements were signed on behalf of the implementing companies by the chairmen and CEOs of the Omani and Saudi companies participating in the execution of the project.

The third package, valued at RO 48.58 million, includes the development of the infrastructure of the Dry Port, Veterinary Quarantine and their related facilities. It will be implemented by a consortium comprising EDECS International Engineering and Contracting, EDECS Saudi Arabia, EDECS Egypt, and Al Sarooj International Contracting.

The third package, valued at RO 48.58 million, includes the infrastructure of the Dry Port, Veterinary Quarantine and their related facilities

The fourth package, valued at RO 25.9 million, includes the construction of the Administrative and Commercial Complex and its associated facilities

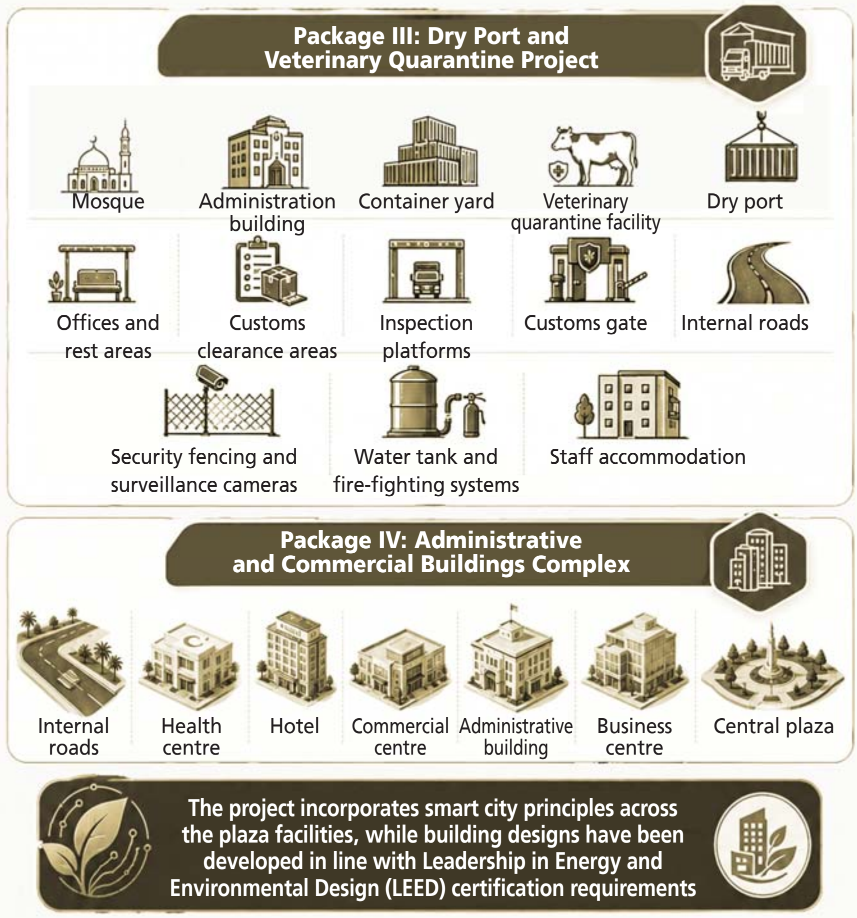
Meanwhile, the fourth package, valued at RO 25.9 million, includes the construction of the Administrative and Commercial Buildings Complex and its associated facilities. It will be implemented by a consortium comprising Oman Shapoorji Company and Shapoorji Pallonji Saudi Arabia.

The third package agreement covers the implementation of the first phase of the Dry Port on an area of one square kilometre out of a total area of four square kilometres, in addition to the construction of the Veterinary Quarantine, internal roads, container area, customs gate, inspection platforms, customs clearance facilities, electrical substations, maintenance workshops, laboratories, water tanks, and firefighting systems. The package also includes equipping the project with X-ray devices and scanners, as well as constructing administration buildings, offices, rest areas, staff accommodation and a mosque.

The fourth package includes the development of the Administrative and Commercial Buildings Complex within the zone, comprising the zone plaza, business centre, administrative building, commercial centre, hotel, and health centre, in addition to internal roads and associated facilities. The built-up area in the current phase amounts to 37.3 thousand square metres.

The project design takes into consideration the principles of smart cities and the requirements of Leadership in Energy and Environmental Design (LEED) certification, reflecting the commitment to adopting sustainability and environmental efficiency standards in the implementation of the zone's projects.

Omani-Saudi Consortium inks new infrastructure pacts for EZAD



RO 96.2 Million Investment

Korean Electric Vehicle and Battery Cell Manufacturing Project Established at the Special Economic Zone at Duqm

Muscat - Duqm :

The Public Authority for Special Economic Zones and Free Zones (OPAZ) signed an investment usufruct agreement with South Korea's EL B&T, an electric vehicle technology company, to establish a project for the production of electric vehicles and battery cells at the Special Economic Zone at Duqm (SEZAD).

The agreement was signed on behalf of OPAZ by His Excellency Qais bin Mohammed Al Yousef, Chairman of OPAZ, and on behalf of EL B&T by Dr. Young Ill Kim, Founder and Chairman of the Group.

The project's investment value amounts to approximately RO 96.2 million (US$250 million). It will be implemented in two phases, with a production capacity reaching 60,000 vehicles annually and 1.6 million battery cells upon completion of the second phase.

Eng. Ahmed bin Ali Akaak, Chief Executive Officer of the Special Economic Zone at Duqm, said that the new project comes within the framework of joint government efforts to localise various industries in the Sultanate of Oman and attract investments in the vehicle sector.

He explained that the new project represents an additional contribution to the vehicle sector in the Special Economic Zone at Duqm and is the second project in this field after Karwa Motors, which commenced production several years ago.

Eng. Ahmed Akaak highlighted the success achieved by the green industries sector in the Special Economic Zone at Duqm following the signing of several agreements in wind turbine manufacturing. He stressed that the zone's management seeks through such projects to localise advanced industries in the electric vehicle sector and enhance investment in green manufacturing industries in line with Oman Vision 2040 and the Sultanate of Oman's strategy for carbon neutrality and the transition towards clean energy.

He affirmed that the green industry projects being implemented in the Special Economic Zone at Duqm aim to position the Sultanate of Oman as a regional hub for green industries and establish a number of industries based on sustainability and innovation, while building expertise among Omani youth in future industries, including electric vehicle technologies, renewable energy projects, green hydrogen and other green industries.

The area allocated for the electric vehicle and battery cell manufacturing project in the first phase totals 467,000 square metres. The company is expected to reserve an additional area of approximately 429,000 square metres for the second phase. The project represents an entry point for developing an integrated industrial ecosystem for the electric vehicle sector in the Special Economic Zone at Duqm by strengthening value chains associated with batteries and other components, thereby contributing to attracting complementary industries in the future.

The project will be implemented in two phases, with a production capacity of 60,000 vehicles and 1.6 million battery cells annually upon completion of the second phase

A total of 467,000 square metres has been allocated for the first phase in Duqm, with plans to expand through an additional 429,000 square metres for the second phase

Dr. Young Ill Kim, Founder and Chairman of EL B&T Group, stated that the company expects to reach commercial operation by March 2028. He affirmed the company's interest in enhancing the use of green energy in its production operations, noting that its plans include establishing a green power station at the industrial facility in Duqm to serve as the primary source for operating production processes.

He explained that the company is currently studying, together with an entity in the Sultanate of Oman, the development of an electric outboard motor for rigid inflatable boats (RIBs) and fishing boats, supporting efforts to reduce carbon emissions in Omani waters. The company is also exploring the establishment of a joint project to further develop fishing boat concepts, with the aim of exporting these boats to Indonesia, India, South Korea and other international markets.

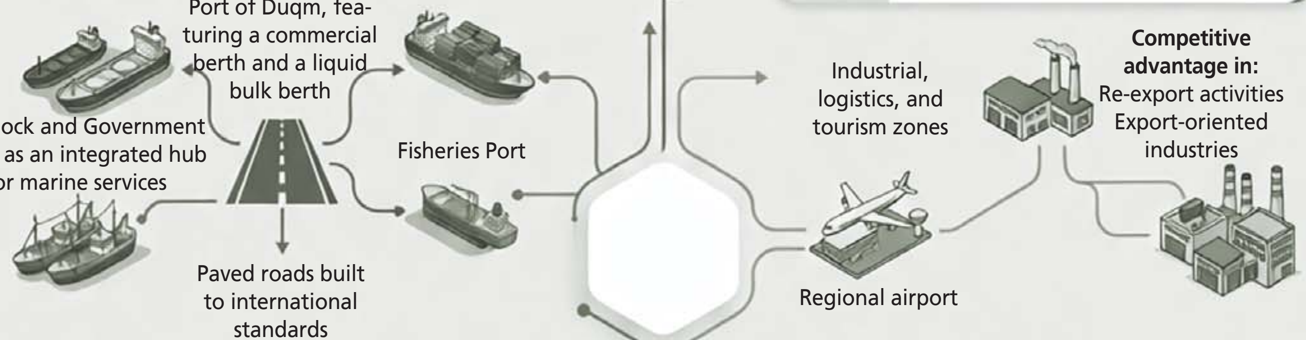
For his part, Eng. Ahmed Al Rajhi, Acting Head of the Green Industries Section at the Special Economic Zone at Duqm, affirmed that selecting Duqm to host the project reflects the zone's competitive advantages, including advanced infrastructure, strategic location, flexible regulations, and an integrated system of investment incentives that support business growth and sustainability.

Why Choose the Special Economic Zone at Duqm (SEZAD) for Investment

A Strategic Global Location

- Duqm is located on the open Arabian Sea with direct access to the Indian Ocean, away from the Strait of Hormuz, providing it with a strong logistical advantage.
- It is close to international shipping routes connecting Asia, Africa, and Europe, making it an ideal hub for trade and re-export activities.
- Serves as a gateway to regional and global markets without geographical complexities.
- Political stability in the Sultanate of Oman.
- Reduces geopolitical disruption risks.

Integrated Infrastructure Including:



(This integration reduces operational costs and shortens supply chain timelines)

Specialized Industrial Clusters within an Integrated Economic Ecosystem Connecting Global Markets from East to West

Manufacturing Industries Zone

- Petrochemical, mining, and heavy industries
- Strategic proximity to the port
- Advanced logistics infrastructure
- Enhancing production efficiency and global supply chains

Green Industries and Renewable Energy Zone

- Green and blue hydrogen
- Solar and wind energy
- Green metals
- Supporting the low-carbon economy
- Strengthening Duqm's position as a global hub for sustainable industries

Food and Fisheries Industries Zone

- Proximity to the Fisheries Port
- Fisheries Industries Complex
- Opportunities in food industries
- Logistics infrastructure providing access to regional and international markets

Artificial Intelligence and Advanced Technologies Zone

- Artificial intelligence and automation
- Robotics and smart mining
- Supporting the integration of technology with industry and services

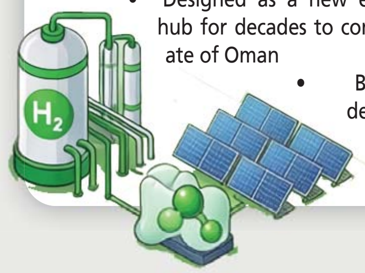
Diverse Investment Opportunities Multiple sectors including:

- Heavy and light industries
- Renewable energy (such as wind turbine projects)
- Logistics
- Tourism

(Attracted investments worth billions of rials and strategic projects in modern sectors)

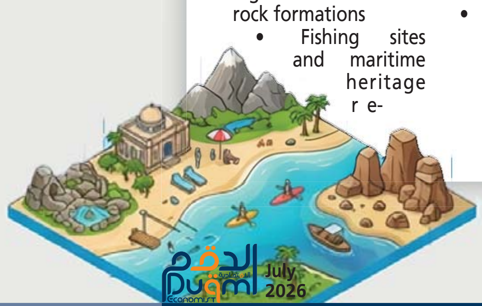
Sustainable Growth Environment

- Covers an area of (2,000 km²), allowing for future expansion
- Designed as a new economic growth hub for decades to come in the Sultanate of Oman
- Balances economic development and quality of life



Tourism Advantages in Duqm

- Pristine beaches stretching along the Arabian Sea, known for their tranquility and natural beauty
- Relatively moderate climate throughout the year, making it a suitable tourism destination across different seasons
- Diverse natural landscapes including coastlines, mountains, and open deserts
- Rock Garden: a unique geological site featuring rare and natural rock formations
- Fishing sites and maritime heritage reflecting the identity of the local community
- Proximity to a nature reserve for wildlife, enhancing eco-tourism
- Long waterfronts suitable for boat trips, camping, and recreation
- A peaceful and open environment supporting adventure, meditation, and nature tourism
- Growing infrastructure including hotels, facilities, and tourism services
- Strategic location between Muscat and Dhofar, enhancing the movement of visitors and travelers



Competitive Investment Incentives

- Flexible business environment through the One-Stop Shop system to facilitate procedures
- Completing all investor services in one place
- Customs exemptions on imports within the zone
- Competitive prices for land and services compared to regional zones
- Ideal environment for mega projects

Government Support and a Clear Strategy

- Supported by national plans to enhance economic diversification and reduce dependence on oil
- **Strategy (2025–2030) focuses on:**
  - Attracting investments
  - Developing priority sectors
  - Enhancing tourism and renewable energy

New Energy Transition

- Signing Of Investment Agreements Worth Hundreds Of Millions In Advanced Industrial And Logistics Sectors
- Interest From International Companies Due To The Location, Incentives, And Readiness

Confidence of Global Investors

- Signing investment agreements worth hundreds of millions across advanced industrial and logistics sectors
- Interest from international companies due to the location, incentives, and readiness
- Transition Towards the New Energy Economy
- Positioned to become an advanced hub in:
  - Green hydrogen
  - Renewable energy, wind energy, solar energy
  - (Its proximity to energy resources, along with its vast land areas, provides a rare competitive advantage that supports attracting major projects in this sector)
  - Strengthening its position within the low-carbon economy and reinforcing its role in the transition towards clean energy

Invest Oman

Artificial Intelligence Special Zone Supports Economic Diversification and Accelerates Innovation Projects

H.E. Qais Al Yousef: Establishing the Artificial Intelligence Special Zone strengthens the knowledge economy, supports economic diversification, and accelerates innovation

H.E. Eng. Said Al Maawali: The Artificial Intelligence Special Zone is a vital project within the National Digital Economy Programme and an attractive destination for startups operating in this field

H.E. Sheikh Faisal Al Rawas: The Artificial Intelligence Special Zone will support SMEs, enable their growth and expansion, and create quality employment opportunities for Omani youth

Muscat - Duqm :

As part of national efforts to strengthen the knowledge economy and accelerate digital transformation, Royal Decree No. 50/2026 was issued establishing the Artificial Intelligence Special Zone in Muscat Governorate. The move represents a strategic step aimed at accelerating innovation projects and building an integrated digital economy, supporting economic diversification targets under the Eleventh Five-Year Plan (2026–2030). The sector is expected to achieve an average growth rate of 10.8% at constant prices, while its contribution to GDP is projected to reach approximately 4.2%, reflecting the growing role of the digital economy as a key driver of growth.

The Royal Decree stipulates that the Board of Directors of the Public Authority for Special Economic Zones and Free Zones (OPAZ) shall appoint the entity responsible for developing, operating and managing the zone in coordination with the Ministry of Transport, Communications and Information Technology, ensuring institutional integration and the creation of an attractive investment environment for advanced technology projects.

A Qualitative Leap Towards the Digital Economy

H.E. Qais bin Mohammed Al Yousef, Chairman of OPAZ, stated that the establishment of the zone aligns with the objectives of Oman Vision 2040, particularly in the area of economic diversification. He noted that it represents a significant milestone in the transition toward a digital economy and strengthens Oman's position as a regional hub for advanced technologies. He added that the progress achieved in digital government services, coupled with integration among economic entities, provides a solid foundation for the success of this project.

He explained that the zone will cover approximately 104,000 square metres in Seeb, Muscat Governorate, near the Civil Aviation Authority building, enhancing integration with existing infrastructure and logistics services while increasing its attractiveness to investors.

Investment Incentives and a Competitive Environment

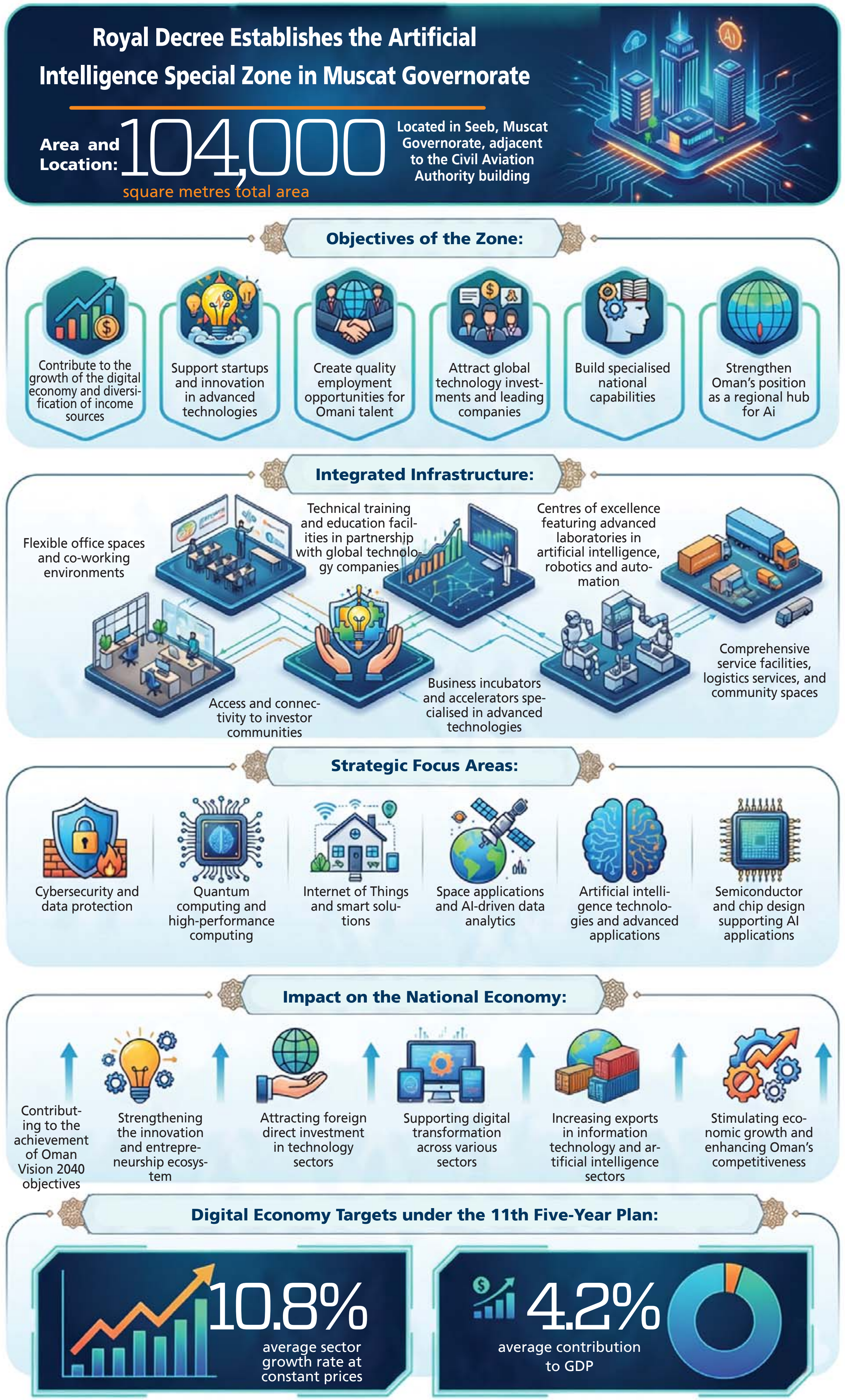
He stressed that the zone will be governed by the Law of Special Economic Zones and Free Zones, providing a comprehensive package of incentives and facilitation measures, including exemptions and investment advantages that enhance its ability to attract global technology companies, particularly in the fields of artificial intelligence, semiconductors and robotics. He further noted that integration with other economic zones will strengthen supply chains and connect technology industries with various productive sectors.

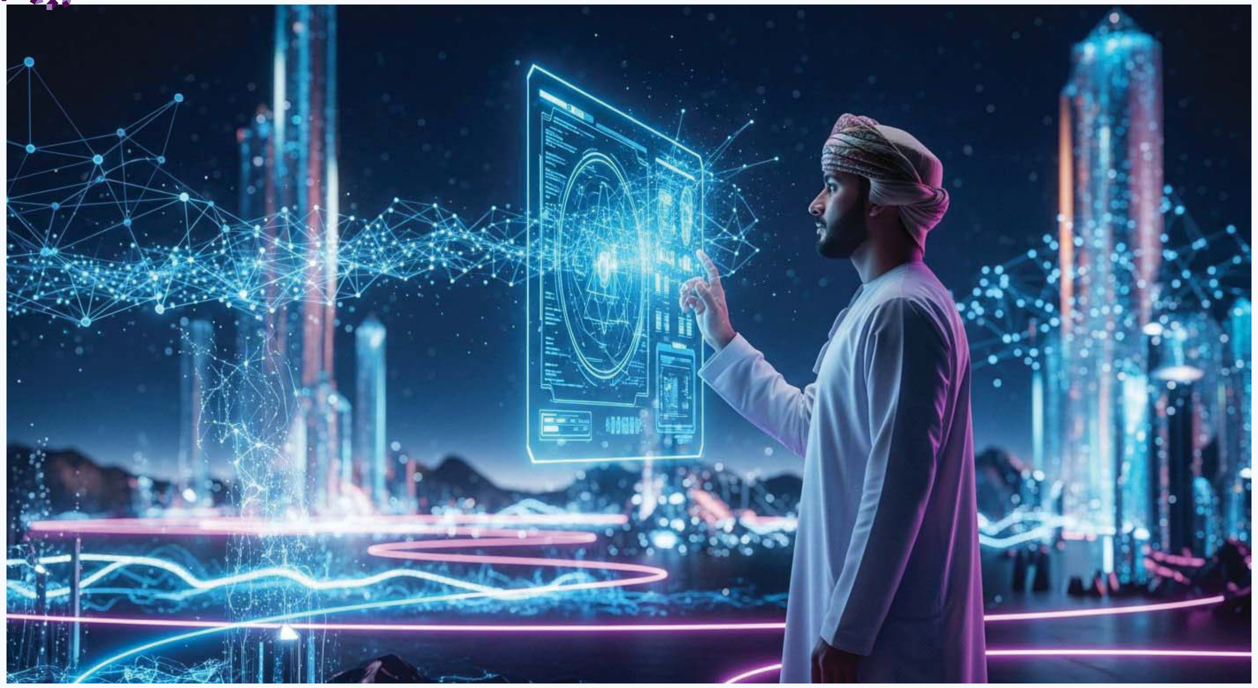
Strategic Objectives to Enhance Competitiveness

He highlighted that the zone aims to support the growth of the digital economy as a major contributor to the national economy, attract foreign direct investment in technology sectors, create quality employment opportunities, stimulate entrepreneurship, and develop specialised national capabilities in artificial intelligence and emerging technologies. It also seeks to strengthen Oman's position as a preferred investment destination in this vital sector.

An Integrated Implementation Roadmap

He added that OPAZ, in cooperation with the Ministry of Transport, Communications and Information Technology, is developing a comprehensive implementation and operational roadmap, in-





cluding a clear governance framework, defined roles and responsibilities, investment-friendly policies and procedures, and a performance measurement system to assess the economic and developmental impact of the zone and ensure alignment with national priorities.

Government Support for the Digital Economy

For his part, H.E. Eng. Said bin Hamoud Al Maawali, Minister of Transport, Communications and Information Technology, said that the establishment of the zone reflects the leadership's commitment to supporting the digital economy and strengthening Oman's presence in advanced technology sectors. He noted that it is one of the key projects under the National Digital Economy Programme and will serve as an attractive platform for startups locally and regionally. He added that the zone will provide an integrated environment that enables these companies to grow, expand, and build competitive business models at the regional level.

Zakia Al Balushi: Attracting global technology investments enhances knowledge transfer and national capacity building, while promoting Oman as a promising destination in the digital economy

Strengthening the Role of the Private Sector and Quality Investment

H.E. Sheikh Faisal bin Abdullah Al Rawas, Chairman of the Board of Directors of the Oman Chamber of Commerce and Industry, said that the establishment of a specialised artificial intelligence zone reflects an ambitious vision to enhance the contribution of technology sectors to the national economy. He noted that it will help attract quality investments, facilitate technology and knowledge transfer, support SMEs, and provide quality employment opportunities for Omani youth.

Afouq to Lead Development and Operations

Integrated Regulatory Framework and Investment Appeal

Zakia bint Mohammed Al Balushi, Director of Planning and Studies at OPAZ, explained that the Royal Decree provides a clear regulatory framework governing the establishment, management and incentive mechanisms of the zone. This will facilitate the attraction of local and foreign investments, strengthen integration with other economic zones across the Sultanate, and support knowledge transfer and national capacity building.

She emphasised that attracting global technology investments will enhance expertise transfer, strengthen national capabilities, and promote Oman as a promising destination in the digital economy.

An Integrated Environment for Innovation and Advanced Technologies

Manal bint Hamid Al Abri, Director of Investment Contracts and Agreements at OPAZ, stated that the project supports digital transformation across vital sectors through an advanced data-driven infrastructure that enhances efficiency and productivity.

Manal Al Abri: The project supports digital transformation across vital sectors through an advanced data-driven infrastructure, enhancing efficiency and productivity

She added that the zone will be developed as an integrated ecosystem supporting all stages of innovation, from research and development to application and operation. It will target advanced technology sectors including artificial intelligence, semiconductors, robotics, the Internet of Things, cybersecurity and data centres, thereby enhancing the efficiency and productivity of various economic sectors.

Accelerating Investment Growth

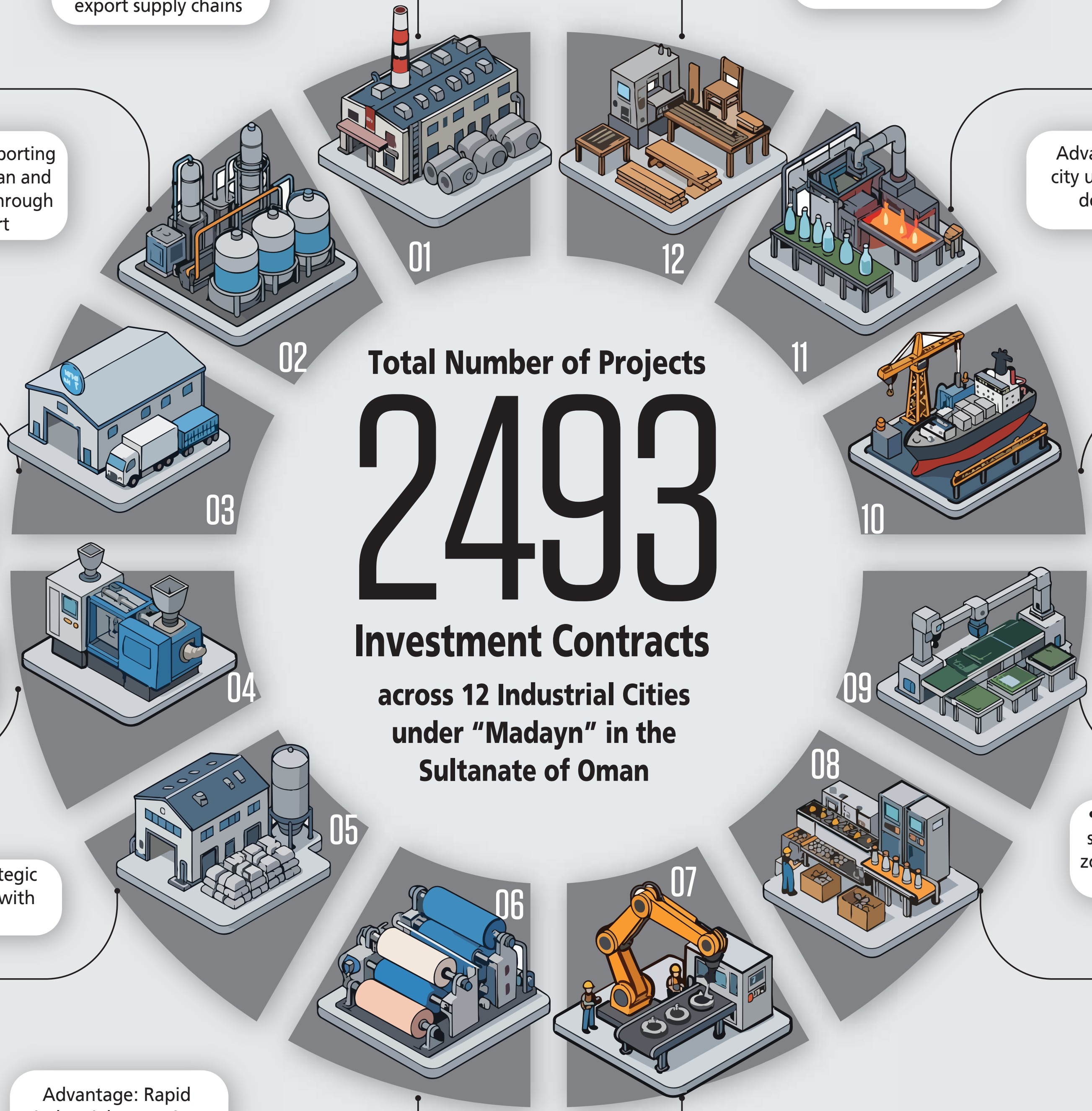
The number of zones under OPAZ supervision has now reached 24. New investments during 2025 amounted to approximately RO 1.4 billion, bringing the total committed investment volume to RO 22.4 billion, representing a growth rate of 6.8% compared with the end of 2024. This reflects the growing attractiveness of these zones and their pivotal role in supporting Oman's economic diversification journey.

Total Number of Projects

2493

Investment Contracts

across 12 Industrial Cities under "Madayn" in the Sultanate of Oman



Number of projects: 531

Sohar Industrial City

Type of projects:
- Heavy industries (aluminium, steel, petrochemicals)
- Manufacturing industries
- Logistics services

Advantage: Proximity to Sohar Port and connection to global export supply chains

Number of projects: 247

Raysut Industrial City

- Type of projects:
- Food industries
- Packaging
- Light industries

Advantage: Supporting exports to African and Asian markets through Salalah Port

Number of projects: 575

Rusayl Industrial City

- Type of projects:
- Medium and light industries
- Industrial workshops
- Engineering industries

Advantage: Proximity to the capital and access to a large local market

Number of projects: 197

Nizwa Industrial City

- Type of projects:
- Small and medium manufacturing industries
- Food and construction industries

Advantage: Serving the interior governorates

Number of projects: 422

Al Buraimi Industrial City

- Type of projects:
- Light industries
- Re-export activities
- Storage and border trade

Advantage: Strategic border location with the UAE

Number of projects: 216

Samail Industrial City

- Type of projects:
- Engineering industries
- Plastic industries
- Production workshops

Advantage: Rapid industrial expansion close to Muscat

Number of projects: 20

Ibri Industrial City

- Type of projects:
- Small industries
- Food and construction materials

Advantage: Supporting development in Al Dhahirah Governorate

Number of projects: 12

Al Mudhaibi Industrial City

- Type of projects:
- Emerging industries
- Small manufacturing projects

Advantage: A new city under industrial development

Number of projects: 23

Mahas Industrial City (Musandam)

- Type of projects:
- Logistics and industries related to maritime transport
- Small and medium enterprises

Advantage: Strategic maritime connectivity with the Strait of Hormuz

Number of projects: 127

Knowledge Oasis Muscat

- Type of projects:
- Information technology
- Telecommunications
- Digital services

- Advantage: The first specialised technology zone in the Sultanate of Oman

Number of projects: 11

Al Wadi Al Kabir Industrial City

- Type of projects:
- Light industries
- Building materials
- Food industries

Number of projects: 112

Sur Industrial City

- Type of projects:
- Light industries
- Fisheries industries
- Gas
- Fertilisers
- Ships

Distribution by Industrial Cities and Number and Type of Projects
"Madayn" manages 12 main industrial cities, with projects varying according to the location of each city and its economic advantage:

Invest عُمان OMAN

Why Invest in SOHAR Port and Freezone?

SOHAR Port and Freezone represents an integrated investment ecosystem with global connectivity, enhancing the efficiency of trade movement and supporting long-term business growth. With its advanced infrastructure and sustainability-driven approach, it provides flexible and seamless access to regional and international markets.

1900
Companies operating within the SOHAR Port and Freezone ecosystem

42,000
Direct and indirect jobs supported by the Port and Freezone

49
Countries represented across the investor base

Strategic Location:

SOHAR Port and Freezone enjoys a strategic location at the heart of Oman's logistics and trade ecosystem and serves as a key gateway for global trade between Europe and Asia.

Advanced Infrastructure:

SOHAR Port and Freezone offers a wide range of capabilities that enhance innovation and efficiency across the logistics, maritime, and trade sectors in the Sultanate of Oman.

100%

Freezone Advantages:

Benefit from full ownership, tax incentives, and simplified customs procedures within an integrated ecosystem that supports green manufacturing, logistics, and trade.

تراخيص

Tailored Solutions:

Flexible options for land, warehouses, and licensing based on your business requirements.

Facts & Figures:

44
billion USD trade volume of the Port and Freezone

30+
billion USD in total investments

Easy access to
2.2
billion people through integrated transport networks

2.6%
contribution of the Port and Freezone to the Sultanate of Oman's GDP

2km 2km
6720
hectares total area of the Port and Freezone

More than
3000
vessels annually

More than
75
million tonnes of cargo handled annually

Container terminal equipped to handle
2.46
million TEUs

Industrial Clusters:

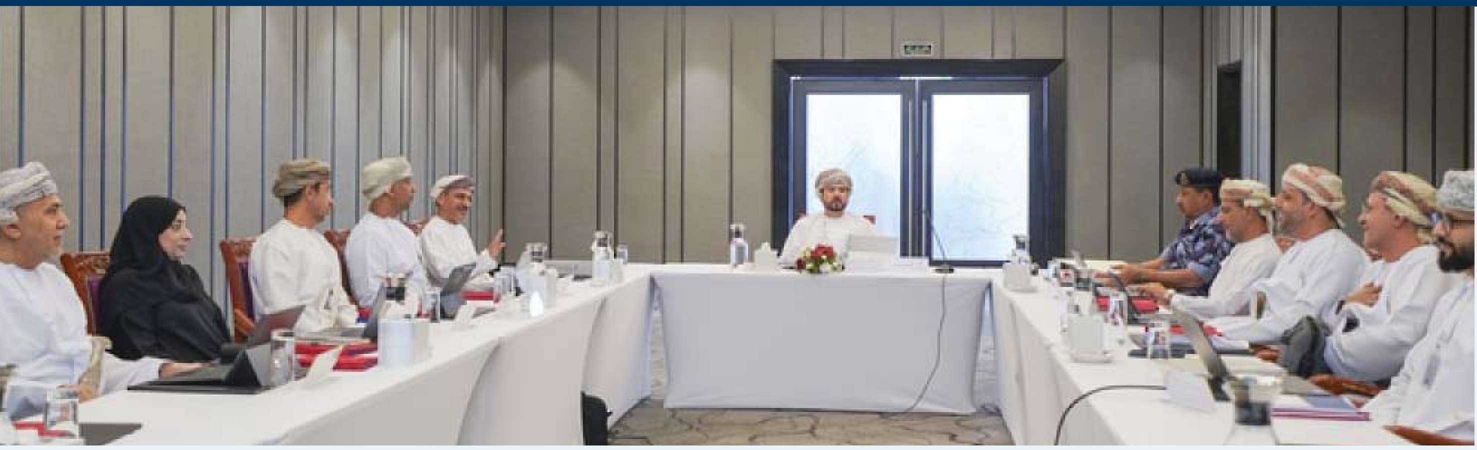
The SOHAR Port and Freezone ecosystem includes integrated industrial clusters across the following sectors:

- Renewable Energy
- Food and Pharmaceuticals
- Metals
- Plastics
- Petrochemicals
- Logistics Sector
- Advanced Technologies
- Circular Economy Automotive Sector

(These clusters enable companies to operate efficiently and access regional and international markets)

At an Expanded Strategic Meeting Bringing Together
CEOs of Economic Zones and Asyad Group

2026–2030 Five-Year Plan to Enhance the Competitiveness of Special Economic Zones, Free Zones and Industrial Cities and Attract Sustainable Investments



Muscat - Duqm :

As part of its ongoing efforts to enhance institutional performance efficiency and support sustainable economic growth objectives, the Board of Directors of the Public Authority for Special Economic Zones and Free Zones (OPAZ) held its second meeting of the year under the chairmanship of H.E. Qais bin Mohammed Al Yousef, Chairman of the Board, in the presence of board members.

The Board reviewed the implementation status of previous resolutions and policies aimed at improving institutional performance and achieving sustainable economic growth targets in line with national priorities.

The Board also reviewed, during an expanded strategic meeting that brought together chief executive officers of economic, free and industrial zones and Asyad Group, mechanisms for activating the Comprehensive Economic Partnership Agreement (CEPA) with the Republic of India across special economic zones, free zones and industrial cities, contributing to enhanced investment flows and trade exchange.

The meeting also reviewed practical plans to maximize the benefits of the agreement in developing supply chains, strengthening industrial integration, and leveraging Oman's strategic location and its network of ports connected to global markets. Discussions also covered ways to maximize the economic impact of the zones and strengthen their role as key drivers of growth and investment.

Five-Year Plan

The meeting reviewed OPAZ's five-year plan for the period 2026–2030, including its projects, visions and initiatives, which focus on developing the incentives and competitive advantages framework to strengthen the ability of economic zones to attract investments amid global economic transformations, and on enhancing the logistics and industrial role of the zones, supported by advanced infrastructure and direct maritime connectivity with regional and international markets.

The meeting also reviewed developments in the new zones, including the Muscat Airport Free Zone (MAFZ), Al Rawdah Special Economic Zone, and the Special Economic Zone in Al Dhahirah Governorate. Detailed presentations were delivered on the progress of infrastructure projects and investment attraction efforts. The meeting also included a presentation on media and institutional communication across OPAZ and the zones under its supervision, and ways to enhance communication channels with partners and stakeholders to strengthen the effectiveness of promotional messages for special economic zones, free zones and industrial cities.

Officials emphasized that OPAZ's five-year plan (2026–2030) aims to enable special economic zones, free zones and industrial cities to achieve balanced growth in projects and investments and maximize their economic impact by focusing on the development and regulation of these zones and providing an attractive and sustainable investment environment. In terms of planning and development, the plan focuses on providing integrated solutions, including fully serviced land plots and strategic infrastructure, in addition to developing new zones at approved locations based on economic and urban studies, and promoting priority clusters and activities in line with Oman Vision 2040.

They explained that the plan places significant emphasis on strengthening the business-supportive regulatory environment and overseeing the performance of the zones, while simplifying procedures and providing integrated investor services, with a particular focus on aftercare services to ensure business sustainability and expansion. Marketing is also a key pillar of the plan, through strengthening partnerships with relevant entities to implement integrated promotional programs locally and internationally, and developing marketing materials and value propositions targeting investors in priority sectors.

Supporting Operations and Accelerating Business

The Board affirmed that the plan focuses on supporting operations and accelerating business through the implementation of priority strategic initiatives that contribute to stimulating economic growth and creating employment opportunities, while enhancing institutional excellence through the development

OPAZ Board of Directors strengthens the role of special economic zones, free zones and industrial cities in attracting quality investments and supporting economic development

2026–2030 Five-Year Plan

1
- Enhancing the competitiveness of special economic zones, free zones and industrial cities.
- Attracting sustainable, high-value investments.
- Developing the incentives and investment advantages framework.
- Supporting infrastructure and logistics connectivity.
- Aligning with the objectives of Oman Vision 2040.

2 **International Partnerships and Investment Expansion**
- Activating the Comprehensive Economic Partnership Agreement with the Republic of India.
- Enhancing investment flows and trade exchange.
- Developing supply chains and industrial integration.
- Facilitating partnerships among investors.

3 **Institutional Integration and Partnerships**
- Coordinating efforts between OPAZ, economic zones and Asyad Group.
- Enhancing institutional performance efficiency.
- Maximizing the economic impact of economic zones.
- Supporting the localization of projects and quality investments.

4 **Investment Support and Ease of Doing Business**
- Tax incentives and exemptions, and ownership facilitation measures.
- Accelerating procedures and simplifying services.
- Enhancing aftercare services.
- Strengthening a stable and attractive investment environment.

5 **Attracting and Localizing Investments**
- Logistics and ports
- Manufacturing industries
- Information technology
- Renewable energy
- Attracting quality investments and creating employment opportunities.
- Increasing exports and diversifying the economy.

6 **Partnership with Asyad Group**
- Supporting the operation and management of economic zones.
- Enhancing supply chains and logistics.
- Facilitating trade and connecting global markets.
- Improving the efficiency of the business environment.


Dr Ahmed Kashoob


Zayana Al Rashdi


Dr Musallam Qatan


Dr Said Al Quraini


Eng. Ahmed Akaak


Faisal Al Balushi


Eng. Azzan Al Hasani


Eng. Ibrahim Al Zadjali

of capabilities and supporting systems for efficient strategy execution. The plan also calls for accelerating the activation of the Comprehensive Economic Partnership Agreement with the Republic of India in OPAZ-administered zones, focusing on promising sectors such as logistics, ports, manufacturing, information technology and renewable energy, thereby maximizing the agreement's benefits in promoting trade, facilitating partnerships and supporting economic diversification.

Strengthening Institutional Coordination and Unifying Efforts

D, Member of the OPAZ Board of Directors, stated that the meeting reflects the Board's commitment to strengthening institutional coordination and unifying efforts among various stakeholders and strategic partners to enhance integration.

He stressed that the integration of roles among relevant entities is a key pillar for supporting economic diversification objectives and enhancing performance efficiency in special economic zones, free zones and industrial cities, positively contributing to improving the investment environment, attracting quality projects and generating sustainable added value for the national economy.

Dr Ahmed bin Said Kashoob further emphasized that the OPAZ Board of Directors underscores the importance of accelerating the implementation of strategic initiatives, enhancing integration among different entities and capitalizing on opportunities created by international partnerships to increase investment flows, diversify the economic base and achieve sustainable growth that strengthens the competitiveness of the national economy.

Sectors Positioned to Achieve Significant Gains

For her part, Zayana bint Mohammed Al Rashdi, Member of the OPAZ Board of Directors, said that the logistics, ports, manufacturing, information technology and renewable energy sectors are among the sectors best positioned to benefit from the Comprehensive Economic Partnership Agreement with the Republic of India, which is the largest comprehensive bilateral trade agreement signed by the Sultanate of Oman since the Oman–United States Free Trade Agreement.

She noted that the expanded meeting highlighted the importance of the agreement and the role expected from zone operators and companies operating within these zones in activating the agreement and benefiting from its advantages in boosting bilateral trade, removing customs barriers and facilitating partnerships between business communities in both countries.

Attracting and Localizing Investments

Dr Musallam bin Mahad bin Ali Qatan, Chairman of Asyad Group, stated that the Group is a strategic partner of OPAZ through its prominent role in managing and operating several free zones and special economic zones under OPAZ's supervision.

He noted that the expanded meeting provided an important opportunity to review OPAZ's plans for the coming years in the fields of zone development, investment attraction, project localization and job creation for Omani youth.

Reviewing mechanisms to activate the Comprehensive Economic Partnership Agreement (CEPA) with the Republic of India across special economic zones, free zones and industrial cities, contributing to enhanced investment flows and trade exchange

He affirmed that Asyad Group supports these directions and works to enable supply chains, support productive and industrial sectors, and enhance the efficiency of the zones it manages by attracting quality investments and simplifying procedures, thereby strengthening the business environment, increasing exports, diversifying economic sectors and creating more investment opportunities for Omani youth.

Investment Incentives and Advantages

Dr Said bin Khalifa Al Quraini, Director General of Investment Sector Development at OPAZ and Official Spokesperson of the Authority, affirmed that investment incentives and advantages are among the key factors enhancing the attractiveness of Oman's special economic zones, free zones and industrial complexes.

He stated that these incentives strengthen their competitiveness regionally and internationally and attract quality investments that generate added value for the national economy.

He added that the clearer, more flexible and investor-oriented the incentives are, the greater the ability of these zones to attract capital, transfer modern technologies, localize industries, create employment opportunities, and enhance exports. Benefits such as tax exemptions, ownership or usufruct facilitation, speedy procedures, and integrated infrastructure and logistics services provide investors with the confidence and stability required for long-term investment decisions.

Investment Volume and Strategic Plan

Eng. Ahmed bin Ali Akaak, Chief Executive Officer of the Special Economic Zone at Duqm (SEZAD), explained that the zone has succeeded in nearly doubling its cumulative investment volume, reaching RO 6.4 billion by the end of last December, compared with RO 3.6 billion in December 2021.

He noted that the zone's strategic plan focuses on creating a city and sustainable business ecosystem and providing reliable business solutions while offering support and guidance to local and international investors to establish and grow their businesses.

He added that the zone's strategic objectives include investment localization across various sectors, efficient operations and management, balanced lifestyle development, tourism and partner attraction, and institutional excellence. He highlighted the zone's achievements in attracting and diversifying investments, stimulating SME activity and creating employment opportunities for Omani youth. Omanisation in operating projects increased to 30.9% by the end of last December, compared with 17.8% in December 2021.

The zone currently hosts 492 economic activities and around 2,000 companies from 30 countries, while investors represent 34 nationalities.

Waterfront Development Project

Akaak also explained that the meeting reviewed the waterfront tourism project at the Special Economic Zone at Duqm following completion of the detailed master plan for the tourism area, which aimed to distribute tourism activities according to the latest urban planning systems.

The current waterfront area covers 31 million square metres, comprising a 15-square-kilometre coastal zone and a 15-square-kilometre mountainous zone. The master plan includes numerous tourism components, including five-star hotels, plots for large tourism resorts, serviced apartments of various sizes, residential and tourism villa plots, sustainable eco-tourism areas, recreational commercial centres, a beachfront promenade linking project facilities, and residential clusters to be developed on hilltops.

Enabling Trade and Attracting Projects

Faisal bin Ali Al Balushi, Director General of Muscat Airport Free Zone (MAFZ), part of Asyad Group, said the zone focuses on enabling trade and attracting international quality projects by providing world-class infrastructure, streamlined systems and value-added services that enable companies to thrive through efficient air connectivity.

He emphasized the zone's aspiration to become a fully integrated global logistics hub, leveraging its strategic location at Muscat International Airport to facilitate faster cargo handling, reduce transit times and improve access to regional and global markets.

The zone also benefits from multimodal logistics services through the Asyad ecosystem, which integrates air, sea and land transportation with free and special economic zones and private-sector partnerships, aiming to increase exports and imports through air freight for products requiring rapid supply chains, such as pharmaceuticals, food products and e-commerce shipments.

Al Rawdah Special Economic Zone Development Project

Eng. Azzan bin Said Al Hasani, Project Director for the development of Al Rawdah Special Economic Zone, highlighted the advantages of the zone, which is located in Mahdah, Al Buraimi Governorate, approximately 80 km from Dubai in the United Arab Emirates and 125 km from Sohar.

This strategic location positions it as an export-oriented industrial base and an important logistics hub benefiting from rapid access to Jebel Ali Port and Sohar Port and maximizing economic gains for projects established in the zone.

He said that during the first quarter of this year, the developer commenced land preparation works for the first phase. The contract for the first phase of surface water drainage channels is expected to be awarded in the coming months, while implementation of the first phase infrastructure works by the developer is expected to begin during the third quarter of this year.

Institutional integration and strategic partnerships to maximize economic impact in special economic zones, free zones and industrial cities and attract quality investments to the Sultanate of Oman

Strategic partnerships and enabling incentives support growth, accelerate project localization and maximize economic impact across various sectors

Development Project of the Special Economic Zone in Al Dhahirah Governorate

Eng. Ibrahim bin Yousuf Al Zadjali, Project Director for the development of the Special Economic Zone in Al Dhahirah Governorate, located near the Oman–Saudi Arabia border, reviewed the implementation progress of the zone.

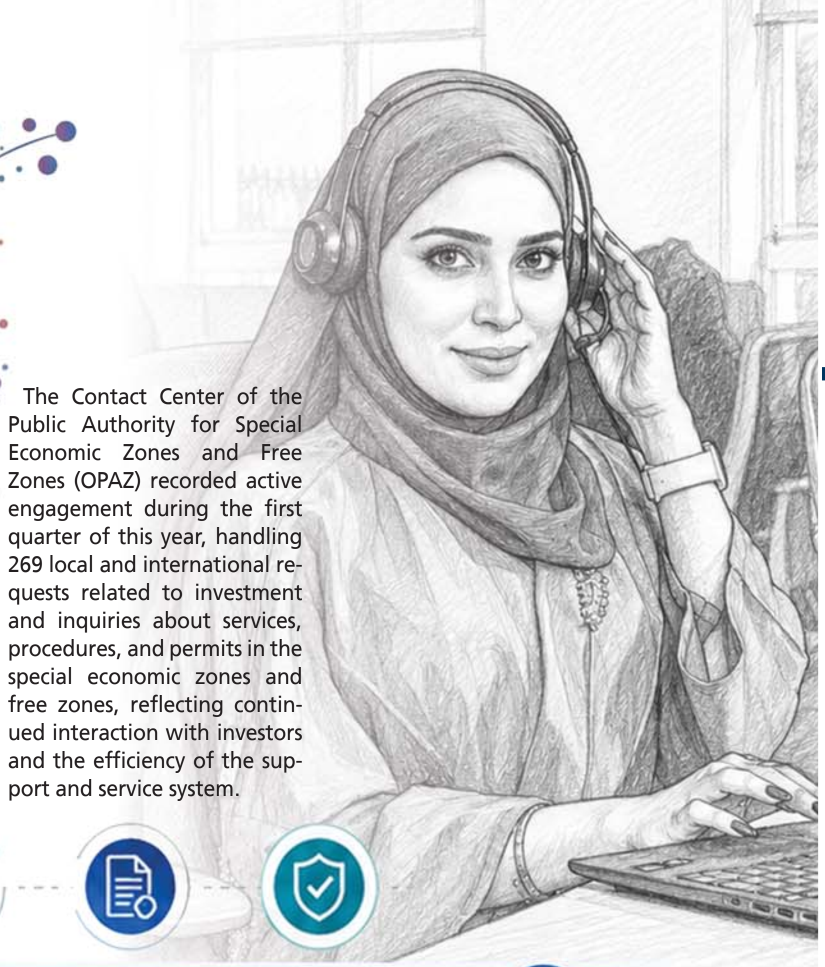
He stated that completion of the first package, which includes the construction of main roads and surface water drainage channels, currently exceeds 22% and is ahead of schedule. Work is also underway to finalize the tendering process for the second package covering internal roads and related services.

The third package, covering the dry port facilities and veterinary quarantine facilities, and the fourth package, covering the administrative and commercial complex, are expected to be awarded in the near future.

269

Requests Received by the Authority's Contact Center in Q1 2026

The Contact Center of the Public Authority for Special Economic Zones and Free Zones (OPAZ) recorded active engagement during the first quarter of this year, handling 269 local and international requests related to investment and inquiries about services, procedures, and permits in the special economic zones and free zones, reflecting continued interaction with investors and the efficiency of the support and service system.



Calls and Processing:

Processing Time	Additional processing:	Processing rate:	Total incoming calls received:
Request processing time ranges from half an hour to two days depending on the nature of the service	20% of requests were referred to the relevant offices for further processing	80% of calls were handled directly by Contact Center staff	269

Distribution of Requests by Zone:

The Special Economic Zone at Duqm (SEZAD):	182 requests
Sohar Free Zone:	55 requests
Al Mazunah Free Zone:	1 request
Salalah Free Zone:	17 requests
Khazaen Economic City:	14 requests

INVESTOR SERVICES
Efficient & Fast

Call Center
1919

Mahmoud Said Al Aufi
Economic journalist

What Truly Makes an Economic Zone Successful?

Advanced infrastructure alone is no longer sufficient to guarantee the success of special economic zones, free zones, and industrial cities in attracting investment and achieving sustainable growth. Modern ports, paved roads, and energy and water networks, despite their importance, are now considered a "basic requirement" that investors take for granted, but they are no longer the decisive factor in investment location decisions.

Amid the rapid transformations taking place in the global economy, competition among economic zones has moved beyond traditional infrastructure to encompass the quality of the business environment, the efficiency of procedures, the flexibility of regulations, and the ability of institutional frameworks to respond swiftly to investors' requirements.

International experiences confirm that the most successful economic zones are not necessarily those with the best infrastructure alone, but rather those that have succeeded in building an integrated investment ecosystem that combines advanced infrastructure, an attractive regulatory environment, sophisticated digital services, ease of doing business, and effective partnership with the private sector. Today's investor seeks an environment that enables the establishment, operation, and expansion of projects efficiently, quickly, and at a competitive cost.

Against this backdrop, the concept of an "integrated investment environment" has emerged as the new phase in the evolution of economic zones. The focus is no longer limited to providing land, facilities, and basic services, but has expanded to include the development of a comprehensive ecosystem that offers investors a seamless experience, beginning with the exploration of investment opportunities, through company establishment and licensing procedures, and extending to operation, expansion, and connectivity with local, regional, and global markets.

In the Sultanate of Oman, the Public Authority for Special Economic Zones and Free Zones is leading this qualitative transformation through the development of an integrated economic zone model focused on enhancing competitiveness, improving the business environment, and increasing the efficiency of services provided to investors. The Authority has placed significant emphasis on developing modern infrastructure across economic zones, free zones, and industrial cities as the foundation for any economic activity. It has implemented strategic infrastructure, utility, and logistics projects to provide a comprehensive operating environment for investment projects.

At the same time, the Authority's efforts have not been limited to construction and development. They have also extended to enhancing the regulatory and legislative environment, simplifying procedures, and accelerating digital transformation, thereby improving the investor journey and reducing the time, effort, and cost required. The Authority also provides a comprehensive package of incentives, facilities, and competitive advantages stipulated under the Law of Special Economic Zones and Free Zones, further strengthening the attractiveness of these zones to both local and foreign investors.

The Authority also continues to develop its digital services ecosystem and electronic portals, facilitating access to services, licenses, and permits, while enhancing integration with relevant government entities. This positively impacts transaction efficiency and improves the investor experience. Today, investors do not measure the success of a zone solely by the scale of its infrastructure, but by the ease of doing business, the speed of decision-making, the clarity of procedures, and the effectiveness of communication with the relevant authorities.

The provision of supporting services is also a key factor in enhancing the competitiveness of economic zones. Advanced logistics services, sustainable energy solutions, integrated supply chains, and financial and technological services contribute to lowering operating costs, increasing productivity, and strengthening the competitiveness of projects operating within these zones.

These efforts are aligned with Oman's objectives of diversifying its economic base and increasing the contribution of productive sectors to GDP through attracting high-value investments, localizing targeted industries, enhancing local content, creating employment opportunities, and supporting national exports.

This vision has enabled special economic zones, free zones, and industrial cities in Oman to evolve from the concept of "fully serviced investment sites" into "integrated business platforms" that combine modern infrastructure, enabling legislation, smart services, effective governance, and strategic partnerships with the private sector, thereby enhancing their ability to compete regionally and internationally.

In conclusion, the success of any economic zone, free zone, or industrial city is no longer measured solely by the roads, ports, and facilities it possesses, but by its ability to transform these assets into sustainable economic value, productive investments, quality employment opportunities, and projects that contribute to economic growth. This highlights the importance of the role played by the Public Authority for Special Economic Zones and Free Zones in building an integrated and advanced investment environment that positions Oman's economic and free zones as attractive investment destinations and active hubs within regional and global value chains, supporting the objectives of Oman Vision 2040 and strengthening the Sultanate's position on the global investment map.

OPAZ continues to develop its digital services ecosystem and electronic portals, facilitating access to services, licenses, and permits, while enhancing integration with relevant government entities, positively reflecting on transaction speed and improving the investor experience

His Excellency Dr Abdullah Al Amri, Chairman of the Environment Authority, in an exclusive interview with:

8,882

Environmental Permits Issued in 2025 Reflect Expansion of Investment Activity in Economic, Free and Industrial Zones

Muscat - :

His Excellency Dr Abdullah bin Ali Al Amri, Chairman of the Environment Authority, affirmed that the Authority continues to develop its environmental licensing system in line with the rapid growth witnessed by investment and industrial projects in the Sultanate of Oman, enhancing the efficiency of procedures and contributing to faster processing of applications without compromising environmental standards and requirements, thereby achieving a balance between economic development needs and environmental protection and the sustainability of natural resources.

In an exclusive interview with Duqm Economist, His Excellency explained that the number of environmental permits issued by the Authority for projects in special economic zones, free zones and industrial cities during 2025 for categories A, B and C reached approximately 8,882 permits, out of a total of 28,647 permits of various types issued by the Authority, reflecting the scale of investment activity and development expansion taking place in these zones.

He pointed out that these permits cover a wide range of sectors and activities, including industrial projects, special economic and free zones, industrial cities and ports, in addition to the chemicals sector, waste management, radiation protection, liquid waste, marine activities and climate affairs, reflecting the diversity of environmental services provided by the Authority and its role in regulating economic activities and ensuring compliance with approved environmental requirements.

His Excellency noted that the continuous development of the environmental licensing system has positively contributed to the increase in the number of permits issued and improved levels of environmental compliance across various sectors, particularly in special economic zones, free zones and industrial cities, which are witnessing an accelerated pace of investment and development projects.

The full interview follows:

Environmental Permits and Indicators

Your Excellency, to begin with, how many environmental permits did the Environment Authority issue for projects in special economic zones, free zones and industrial cities? Which sectors benefited most from these permits?

The Environment Authority issued approximately 8,882 environmental permits in 2025 for categories A, B and C, out of a total of 28,647 permits of various types issued by the Authority. These permits cover industrial projects, special economic and free zones, industrial cities and ports, in addition to the chemicals sector, waste management, radiation protection, liquid waste, marine activities and climate affairs.

This figure reflects the broad scope of environmental services provided by the Authority to investment projects and its role in regulating economic activity in a manner that ensures compliance with environmental requirements, particularly in areas with high industrial and investment density.

> Developing the environmental licensing system to keep pace with investment and industrial growth
>
> Environmental compliance in economic, free and industrial zones improved from 30% to 91.3% (2021–2025)
>
> A gradual approach to addressing environmental violations begins with monitoring and warnings and ends with the application of penalties in accordance with regulations

Could you review the growth rates in environmental permits compared with previous years? What do these indicators reveal about the pace of investment activity?

Environmental permits for categories A, B and C recorded notable growth between 2021 and 2025, rising from 2,340 permits in 2021 to 2,983 permits in 2022, then 4,664 permits in 2023, 4,669 permits in 2024, and reaching 8,882 permits in 2025. This represents growth of approximately 90% compared with 2024 and around 280% compared with 2021.

These indicators point to the accelerating pace of investment activity, growing demand for environmental services and improved efficiency of the electronic permitting system. They also reflect the Authority's ability to keep pace with industrial and investment growth through faster and clearer procedures without compromising environmental protection requirements.

Your Excellency, what is the average timeframe for issuing environmental permits for projects? Are there efforts to accelerate procedures without compromising standards?

The Authority issues environmental permits based on project classification according to environmental impact levels. Certain permits are issued automatically for low- and medium-risk projects once the required conditions are met. Some permits are issued within 24 hours, while permits requiring technical assessment or detailed studies are issued within an average of approximately five working days.

Digital transformation and the development of the permitting system have contributed to accelerating procedures, alongside efforts to simplify processes for projects with lower environmental impacts, while maintaining in-depth technical assessments for major industrial projects or projects located in environmentally sensitive areas.

What are the key environmental requirements considered when granting permits to major industrial projects?

When granting permits to major industrial projects, the Authority focuses on several requirements, including environmental impact assessment studies for high-impact projects, compliance with air, water and soil quality standards, waste and chemical management, emissions control, environmental monitoring and compliance plans, and emergency response and pollution contingency plans.

This aligns with the Environment Authority's strategic objectives, which include improving environmental quality, managing chemicals, waste management and the circular economy, and climate change, within 10 strategic objectives aimed at balancing environmental protection and sustainable development.

Your Excellency, do environmental permitting requirements differ between special economic and free zones and other areas? How is the balance achieved between investment facilitation and environmental protection?

Yes, permitting requirements vary according to project location, nature and level of environmental impact. Certain category B projects within approved industrial areas, free zones and industrial ports may receive permits automatically once the project owner declares compliance with environmental requirements, whereas similar projects outside these areas may require broader review or an environmental impact assessment depending on site sensitivity and project nature.

The balance is achieved through classifying projects according to environmental impact. Permits are expedited for low- and medium-risk projects, while high-impact projects undergo more detailed technical evaluations. This ensures the facilitation of responsible investment while preserving environmental quality and protecting natural resources.

Environmental Enforcement and Monitoring

> Some environmental permits are issued within 24 hours for compliant projects, while permits requiring technical assessment take an average of 5 working days
>
> Supporting the use of renewable energy and clean technologies and linking industrial projects to emissions reduction pathways
>
> Integrated coordination with zone operators to unify environmental requirements, exchange data and accelerate procedures

How does the Environment Authority monitor compliance with environmental requirements in economic, free and industrial zones after permits have been issued?

The Environment Authority monitors compliance after permit issuance through a regulatory framework that includes field visits, inspections, verification of compliance with requirements, monitoring environmental indicators and tracking air, water and soil quality, in addition to the use of digital systems and monitoring stations. Field inspection visits increased from 18,564 to 53,144 between 2021 and 2025, representing approximately a 2.86-fold increase, reflecting the expansion of environmental oversight and its transition toward more systematic and data-driven monitoring.

What monitoring mechanisms does the Authority rely on to ensure environmental compliance? Are digital technologies or smart monitoring systems being used?

The Authority relies on various mechanisms, including field inspections, air quality monitoring stations, smart emissions monitoring systems, the "Naqi" air quality platform, digital environmental data platforms and the national emissions inventory. The number of air quality monitoring stations has exceeded 50, with real-time data made available to the public and decision-makers.

The Authority is also working under its plans to further develop the "Al Washaq" platform and the integrated environmental licensing system, while deploying drones and sensors for real-time monitoring, enhancing smart oversight and reducing reliance solely on traditional methods.

Your Excellency, are there indicators or statistics regarding environmental compliance levels in these zones?

Yes. Indicators show a significant improvement in environmental compliance, with compliance rates increasing from 30% to approximately 91.3% between 2021 and 2025, representing more than a threefold increase.

Air quality reached 98%, soil quality 87% and marine environmental quality 86.8%, reflecting the impact of monitoring, surveillance and improvements in the environmental compliance framework.

How are environmentally non-compliant facilities dealt with? What corrective measures or penalties are applied?

Non-compliant facilities are addressed through a gradual process that begins with identifying violations, followed by warnings, requiring corrective action plans and monitoring implementation of the necessary measures. If violations continue or cause significant environmental impact, penalties are applied in accordance with the relevant regulations and laws. The primary objective is to correct environmental conditions and improve compliance levels rather than disrupt economic activity, while ensuring environmental protection and public health.

To what extent does the Authority coordinate with operators of economic, free and industrial zones to enhance environmental compliance?

The Authority coordinates with operators of economic, free and industrial zones through permit integration, field monitoring, data exchange and the unification of requirements, ensuring the avoidance of duplicated procedures while maintaining a high level of environmental protection. Such coordination is essential for balancing investment facilitation with environmental compliance in industrially intensive zones.

Net Zero and Sustainability

Your Excellency, what role does the Environment Authority play in supporting Oman's journey toward net-zero carbon emissions, and what are the related timelines?

The Sultanate of Oman is implementing its updated national net-zero plan, which aims to achieve net-zero carbon emissions by 2050. The Environment Authority, in coordination with the Oman Net Zero Centre and other national entities, supports this objective through environmental and climate policies and regulations, the development of monitoring and reporting tools, support for a low-carbon economy and the promotion of environmentally friendly investments.

Digital transformation enhances the speed of permit issuance and compliance monitoring through inspections, digital systems and monitoring stations

Field inspection visits in the zones increased from 18,564 to 53,144 visits (2021–2025), a 2.86-fold increase

How are emissions reduction policies reflected in projects within economic, free and industrial zones?

Emissions reduction policies are reflected in industrial projects through stricter monitoring requirements, improved energy efficiency, emissions reduction measures, encouragement of clean technologies and linking environmental permits to emissions management plans. These policies also support the adoption of renewable energy, green hydrogen and carbon capture, enhancing the competitiveness of industrial zones while reducing environmental and climate risks.

Are there specific requirements for measuring the carbon footprint of projects? Are companies required to submit periodic reports in this regard?

There are increasing requirements for measuring emissions and carbon footprints, particularly through the national climate reporting system and the "Manakh" digital platform for the national greenhouse gas emissions inventory. These tools support periodic reporting and climate transparency and help build a national emissions database, enabling the monitoring of climate performance across projects and sectors.

What are the Authority's key initiatives to promote the green economy and reduce industrial emissions?

Key initiatives include supporting blue carbon projects and mangrove planting, developing the "Manakh" national emissions inventory platform, promoting recycling, treating industrial and hazardous waste and encouraging the transition toward a low-carbon economy. Indicators show that recycling rates reached 38%, while the number of recycling plants rose to 85 in 2025. The proportion of hazardous waste treated also increased from 50% to 65% between 2024 and 2025.

How does the Authority support the use of renewable energy and clean technologies within industrial zones?

The Authority supports renewable energy and clean technologies by linking industrial projects to emissions reduction pathways, integrating energy and resource efficiency requirements into environmental conditions and encouraging projects related to green hydrogen, carbon capture and renewable energy. Future plans also include climate change mitigation projects involving renewable energy, green hydrogen, carbon capture and an AI-powered national emissions inventory platform.

Institutional and Legislative Integration

Your Excellency, within the framework of institutional integration, how does the Environment Authority coordinate with entities responsible for economic, free and industrial zones to ensure integrated implementation of environmental requirements?

Coordination takes place through integrated permitting, field monitoring, data exchange and the harmonisation of environmental requirements with operators of economic, free and industrial zones. This coordination helps reduce duplication, accelerate procedures and ensure clarity of roles among entities while maintaining a high level of environmental protection.

Are there any forthcoming legislative updates aimed at strengthening environmental governance in economic and industrial zones?

The environmental legislative framework has undergone significant updates, including the Environmental Permits Regulation, the Waste Export Regulation, the Hazardous Chemicals Regulation, the Radiation Protection and Nuclear and Radiation Source Safety and Security Regulation, the Environmental Noise Control Regulation, the Sound Management of Chemicals Regulation, as well as the National Strategy for the Orderly Transition to Net Zero.

These updates contribute to strengthening environmental governance, regulating industrial activities, improving compliance and aligning national legislation with international requirements.

How does the Authority keep pace with international best practices in industrial environmental management?

The Authority follows international best practices by adhering to national and international standards for air, water and soil quality, implementing international environmental agreements and utilising advanced monitoring and oversight technologies. The Authority also operates within a framework comprising 22 international agreements and organisations, including the United Nations Environment Programme, the Basel, Stockholm, Rotterdam and Minamata Conventions, the International Maritime Organization and the United Nations Industrial Development Organization.

Development of the "Al Washaq" platform and the environmental licensing system, and the use of drones and sensors for real-time monitoring

10 strategic objectives to achieve a balance between environmental protection and sustainable development

Challenges and Future Opportunities

Your Excellency, how can a balance be achieved between attracting industrial investment and meeting environmental sustainability goals in special economic zones, free zones and industrial cities?

The balance is achieved by classifying projects according to environmental impact, expediting permits for low- and medium-risk projects, requiring environmental impact assessments for high-impact projects and strengthening post-operational monitoring. Indicators confirm that this approach supports investment without compromising environmental protection.

What opportunities are available to enhance green industries in these zones?

Key opportunities include recycling, industrial and hazardous waste management, renewable energy, green hydrogen, carbon capture, blue carbon, carbon credits and smart monitoring technologies. Future plans also focus on maximising circular economy returns, developing green finance policies, strengthening local and regional value chains and stimulating investment in recycling and alternative energy.

How does the Authority view the future of sustainable investment in Oman in light of global trends toward the green economy?

The Authority believes that the future of sustainable investment in Oman is promising, particularly with the growing global demand for low-carbon projects, the advancement of digital permitting and monitoring systems and expanding circular economy opportunities. Indicators support this outlook, with recycled waste reaching approximately 39%, exceeding the 35% target. The number of recycling sites increased to 85, with around 1.77 million tonnes of waste recycled, alongside air quality reaching 98% and environmental compliance approaching 91.3%.

Accordingly, Oman represents an attractive environment for responsible investment, particularly in green industries, clean technologies, resource management and projects supporting the net-zero transition.

Extensive investment opportunities
in pharmaceuticals and medical devices

Muscat - Duqm :

The Public Authority for Special Economic Zones and Free Zones (OPAZ) offers extensive and diversified investment opportunities for investors in the pharmaceutical industry, including the establishment of generic pharmaceutical manufacturing facilities, research laboratories, active pharmaceutical ingredient (API) production plants, as well as vaccines and biopharmaceutical manufacturing. The medical devices sector also offers promising opportunities in medical equipment, digital health solutions, surgical instruments, and smart health monitoring devices.

The Sultanate of Oman continues to strengthen its position as a strategic gateway for investment in this sector, leveraging its geographical location, advanced infrastructure, and competitive investment incentives, making it a promising regional hub for pharmaceutical manufacturing and advanced medical technologies.

In this context, special economic zones, free zones, and industrial cities have allocated dedicated areas for investment in pharmaceutical and medical device industries as part of efforts to enhance industrial diversification and support value-added sectors.

Rapid Growth in the Pharmaceutical Market

According to OPAZ data, the number of major pharmaceutical projects and manufacturing facilities currently operating stands at around 11, distributed across special economic zones, free zones, and industrial cities, reflecting the diversity of the pharmaceutical investment base in the Sultanate of Oman.

The pharmaceutical market in Oman is experiencing rapid growth, reaching approximately USD 752.4 million in 2024 and expected to increase to USD 1.24 billion by 2031, representing a compound annual growth rate (CAGR) of 7.4%. Pharmaceutical imports also increased from USD 565 million in 2021 to USD 670.3 million in 2023, recording a growth rate of 8.9%, reflecting growing domestic and regional demand for pharmaceutical products and confirming the sector's attractiveness for investment and industrial expansion.

Global Pharmaceutical Market Size

Globally, the pharmaceutical market is estimated at approximately USD 1.2 trillion in 2025, with a compound annual growth rate of 4.7%. North America leads the market with a value of USD 691.5 billion, followed by Asia at USD 249.6 billion and Europe at USD 205.2 billion. GCC markets account for approximately USD 9.9 billion, while Africa records USD 13.6 billion and South America USD 33.9 billion.

Growing Pharmaceutical Clusters Across Economic Zones

Several pharmaceutical and medical clusters have emerged across Oman's economic zones, free zones, and industrial cities. Salalah Free Zone attracts investments exceeding USD 600 million and hosts strategic projects such as Philex Pharmaceuticals, Dhofar Pharmaceutical Industries Company SAOG, the International Pharmaceutical Complex, and Oman Pharmaceutical Products Company (OPP).

The medical devices sector offers promising opportunities in medical equipment, digital health solutions, surgical instruments, and smart monitoring devices.

Around 11 major pharmaceutical projects and manufacturing facilities are distributed across special economic zones, free zones, and industrial cities.

Rapid growth in Oman's pharmaceutical market is driving the expansion of high-value investments in the healthcare sector.

Khazaen Economic City hosts investments estimated at approximately USD 600 million, including the Integrated Pharmaceutical Industries Complex, the Veterinary Vaccines Factory, Opal Bio Pharma, and Pharma City. Meanwhile, Madayn attracts investments exceeding USD 100 million through specialised projects including Menagen Pharmaceutical Industries, Global Ambassadors for Health, Al Farabi Veterinary & Agricultural Pharmaceuticals, and National Pharmaceutical Industries (NPI).

In Sohar Freezone, efforts continue to strengthen pharmaceutical manufacturing through strategic projects including Julphar Gulf Pharmaceutical Industries, Oman Pharmaceutical Products Company (OPP), and Penicillin General Integrated Industrial Company (Pen-G).

Pharmaceutical manufacturing in Oman benefits from several local value drivers, including gypsum used in pharmaceutical excipients, water desalination and treatment, fish oils and squalene, limestone and dolomite, in addition to the penicillin manufacturing project in Sohar. The medical devices sector also offers promising opportunities in medical polymers, medical rubber and latex, medical textiles, and medical adhesives.

Success Stories

The sector's success stories reflect the Sultanate's competitive strengths. National Pharmaceutical Industries exports to more than 50 countries worldwide, while Dhofar Pharmaceutical Industries Company SAOG opened a new manufacturing facility in Raysut in 2024. Philex Pharmaceuticals represents one of the sector's most prominent projects, with an investment of USD 150 million and an annual production capacity of one billion tablets and capsules. Menagen Pharmaceutical Industries, established in Rusayl in 2024, specialises in oncology and rare disease treatments.

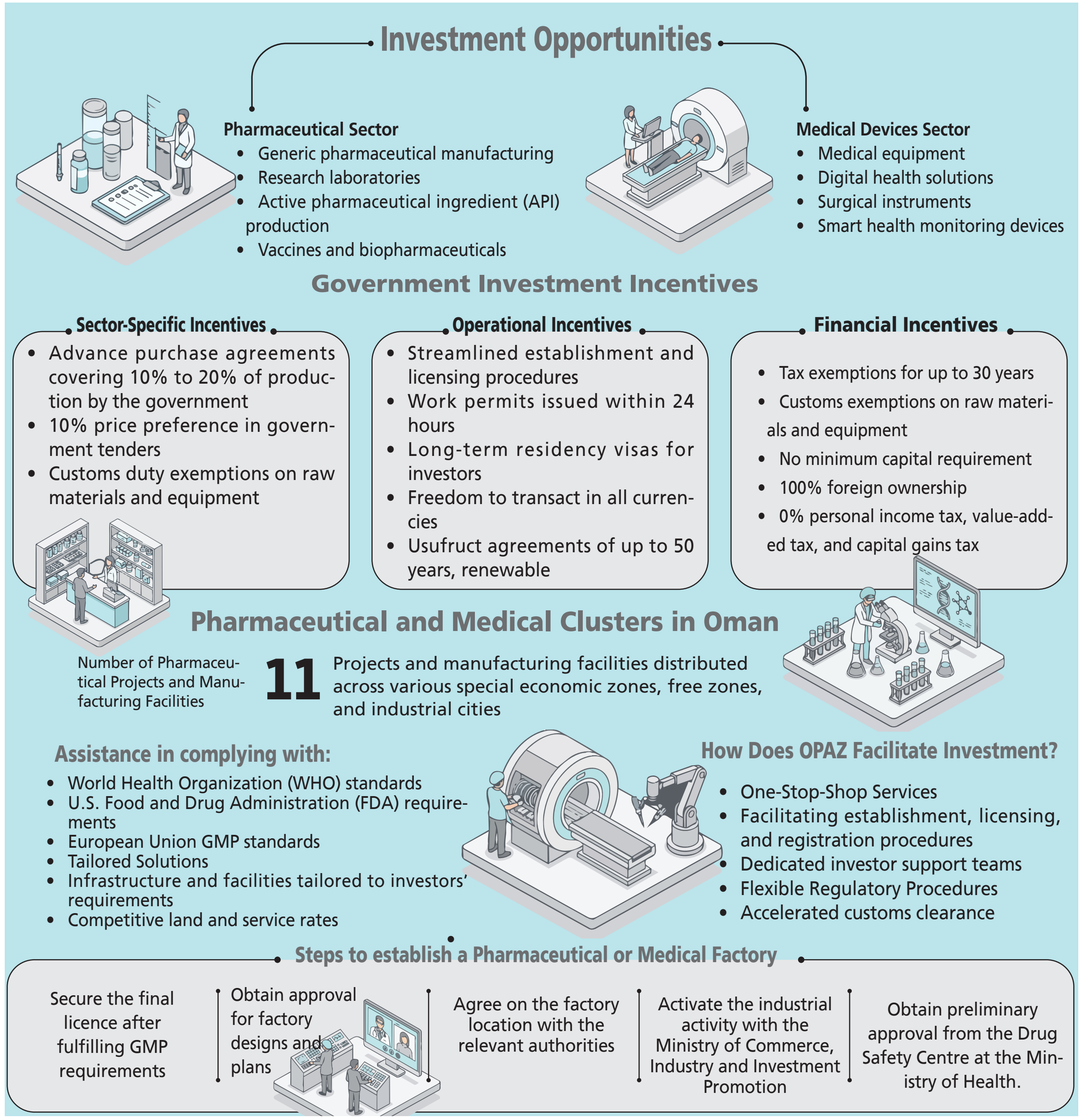
Flexible Investment Environment and Integrated Investor Services

The Public Authority for Special Economic Zones and Free Zones continues to provide integrated services that facilitate the investor journey through one-stop-shop services, simplified establishment, licensing and registration procedures, dedicated support teams, accelerated customs clearance, and assistance in complying with World Health Organization standards, U.S. Food and Drug Administration requirements, and European Union GMP standards. Tailored infrastructure and facility solutions are also provided according to investors' needs at competitive rates.

With regard to sector-specific incentives, advance purchase agreements covering between 10% and 20% of production are concluded with several companies operating in the pharmaceutical and healthcare sectors, including Philex Pharmaceuticals, Menagen Pharmaceutical Industries, Opal Bio Pharma, Dhofar Pharma, Izz Pharma, and Health Supplies Factory, enhancing sustainable demand for locally manufactured products. Certain national products are also granted a 10% price preference in government tenders, in addition to customs duty exemptions on raw materials and equipment, thereby enhancing competitiveness and supporting industry growth.

Establishing Pharmaceutical Manufacturing Facilities and Regulatory Procedures

The process of establishing a pharmaceutical or medical manufacturing facility in the Sultanate of Oman begins with obtaining preliminary approval from the Drug Safety Centre at the Ministry of Health, followed by activating the industrial activity with the Ministry of Commerce, Industry and Investment Promotion, agreeing on the project location, obtaining approval for factory designs and plans, and ultimately securing the final licence upon compliance with Good Manufacturing Practice (GMP) requirements, reflecting a flexible regulatory environment that supports high-value investments in the healthcare and pharmaceutical sectors.



Dr. Arif bin Khamis Al Fazari
Knowledge Researcher

Knowledge-Based Economy: A Gateway to Economic Diversification

The world today is witnessing rapid technological and economic transformations driven by the Fourth Industrial Revolution (4.0), where natural resources are no longer the sole engine of economic growth. Instead, knowledge, innovation, technology, and intellectual capital have become among the most important elements in building modern economies.

The World Bank report Where Is the Wealth of Nations? Measuring Capital for the 21st Century (2006) indicates that the largest share of wealth in developed countries depends on intangible capital, which includes knowledge, skills, intellectual capital, and institutional quality. This type of capital represents the largest proportion of total wealth in most high-income countries, exceeding 60% of total wealth, while natural resources account for less than 10% of their economic wealth.

In this context, the Knowledge-Based Economy (KBE) has emerged as the model most capable of achieving sustainable development and economic diversification, particularly for rentier economies seeking to reduce their dependence on oil and gas. The Sultanate of Oman is among these countries, having made the knowledge-based economy a principal pillar of economic diversification and sustainable development within the framework of Oman Vision 2040, considering it a strategic gateway to building a competitive, diversified, and sustainable economy.

According to the Organisation for Economic Co-operation and Development (OECD) (1996), a knowledge-based economy is one that depends on the production, distribution, and use of knowledge as the primary driver of economic growth and productivity enhancement, through investment in education, research and development, innovation, human skills development, and technological infrastructure.

The importance of the knowledge-based economy lies in its ability to support economic diversification by creating new productive sectors that do not rely on exhaustible resources. According to the Digital Economy Report issued by the United Nations Conference on Trade and Development (UNCTAD) (2019), the global digital economy was valued at approximately USD 11.5 trillion in 2016, equivalent to 15.5% of global gross domestic product, reflecting its growing role in supporting economic growth, enhancing productivity, and transitioning toward more diversified and sustainable economies.

International experiences further confirm the importance of investing in knowledge. Expenditure on research and development in South Korea reached 5.13% of GDP in 2024, according to OECD data (2026), as noted above, while advanced services sectors contribute approximately 73% of Singapore's GDP, based on World Bank data (2024).

According to the Global Innovation Index (2023), innovation inputs are based on the institutional environment, intellectual capital, research and development, infrastructure, market sophistication, and business sophistication, while outputs consist of knowledge, technology, and creative outputs.

These indicators demonstrate that the success of a knowledge-based economy is linked to a country's ability to employ these inputs within its national policies. This is precisely what Oman seeks to achieve in order to reduce dependence on oil and enhance economic diversification. Despite progress in diversification policies, oil revenues still constitute the largest share of the Omani economy. The Tenth Five-Year Development Plan and Oman Vision 2040 indicate that the objective is to significantly increase the contribution of non-oil sectors and strengthen the digital economy, innovation, and entrepreneurship. While the contribution of non-oil activities to GDP has increased in recent years, the real challenge lies in transforming this contribution from quantitative growth into qualitative growth based on high value-added, knowledge, and productivity.

Oman Vision 2040 has established strategic objectives and directions related to building a competitive economy based on knowledge and innovation. It focuses on increasing the contribution of the digital economy and improving Oman's ranking in international indices such as the Global Innovation Index, the Global Competitiveness Index, and the Network Readiness Index.

The Sultanate of Oman possesses several advantages that qualify it for this transformation, most notably its strategic geographic location, political stability, and relatively advanced infrastructure. In addition, Omani society is characterized by a young population, representing an important opportunity to build a productive human capital base if investments are properly directed toward education, training, and qualification. Oman has also witnessed expansion in digital infrastructure and telecommunications, along with increased use of the internet and e-government services, enhancing its readiness to transition toward a digital and knowledge-based economy.

However, this transformation faces several challenges, most notably limited expenditure on research and development (R&D), which remains below the global average. In South Korea, spending on scientific research reaches 5.13% of GDP, as mentioned above, while in Singapore it stands at 2.03%, according to OECD data (2026). By contrast, many developing economies, including some countries in the region, remain below the global average.

Another fundamental challenge is the weak linkage between educational outcomes and labor market needs. The Future of Jobs Report published by the World Economic Forum (2023) indicates that six out of ten employees will require training before 2027, while sufficient training opportunities are available for only half of employees. Employers also expect that 44% of workers' skills will be disrupted or transformed over the next five years, requiring continuous updates to educational and training programs.

Another challenge is the need to strengthen a culture of innovation and entrepreneurship, as some institutions still rely on traditional management and production models, reducing their ability to adapt quickly to digital transformation. Attracting and retaining talent also represents a competitive challenge amid regional efforts to attract highly skilled minds.

At the same time, there are promising opportunities for the Omani economy that could generate a significant qualitative transformation. Expansion of the digital economy opens broad prospects in e-commerce, financial technology (FinTech), cybersecurity, artificial intelligence, and smart logistics services. Oman's orientation toward renewable energy and green hydrogen also represents a strategic opportunity, particularly given the global shift toward a green economy. According to the World Economic Forum (2023), global investments in renewable energy reached USD 1.3 trillion in 2022, reflecting expanding opportunities associated with green hydrogen and clean energy. This provides Oman with a strong competitive advantage if the sector is linked to research and development and local technological capabilities.

The government and private sector play a pivotal role in leading this transformation. The government is responsible for developing policies and legislation, stimulating investment in education and research and development, strengthening the regulatory environment that supports innovation, and expanding digital infrastructure. The private sector, meanwhile, is responsible for transforming knowledge into economic value through investment in technology projects, financing startups, and creating high-quality employment opportunities.

International experiences provide inspiring models that can be leveraged. South Korea transformed from a resource-limited country in the 1960s into one of the world's largest industrial and technological economies due to intensive investment in education and research and development. Singapore likewise succeeded in building a globally competitive economy despite its limited natural resources and small geographical size. This economic transformation contributed to raising income levels, making Singapore's GDP per capita among the highest in the world, reaching approximately USD 90,674 in 2024, according to World Bank data.

One of the most important lessons learned is that a knowledge-based economy requires a long-term vision, effective alignment between education and labor market needs, and an integrated national innovation system. This can be achieved in Oman by increasing expenditure on research and development, upgrading educational curricula, strengthening partnerships between universities and the private sector, improving the legislative environment for digital investment, supporting entrepreneurship, expanding digital transformation programs, and investing in future industries.

In conclusion, the knowledge-based economy is no longer an optional development pathway; it has become a strategic necessity imposed by global transformations and future requirements. Oil may generate temporary wealth, but knowledge is what ensures its sustainability. If Oman succeeds in transforming intellectual capital into a genuine productive force, it will be able to build a more diversified, stable, and prosperous economy that keeps pace with the future and fulfills the aspirations of future generations.

The importance of the knowledge-based economy lies in its ability to support economic diversification by creating new productive sectors that do not rely on exhaustible resources.

The knowledge-based economy is no longer an additional development option; it has become a strategic necessity imposed by global transformations and future requirements.

Presenting Investment Opportunities of the Duqm Waterfront Master Plan to Developers and Business Leaders

Muscat - Duqm :

The Public Authority for Special Economic Zones and Free Zones (OPAZ), during an expanded meeting bringing together real estate developers, business leaders, representatives of private sector companies, and financing and banking institutions, presented the master plan for the Duqm Waterfront Tourism Development Project as part of its efforts to strengthen partnerships with the private sector and attract quality investments to the Special Economic Zone at Duqm (SEZAD).

The meeting, attended by His Excellency Qais bin Mohammed Al Yousef, Chairman of OPAZ, along with a number of real estate developers, representatives of private sector companies, financing institutions, and banks, aimed to present the development and tourism vision for the Duqm waterfront master plan and showcase key investment opportunities and proposed tourism and real estate projects, contributing to reinforcing Duqm's position as a promising investment and tourism destination in the region.

The master plan covers an area of 31 square kilometres and features a 15-kilometre waterfront endowed with unique natural assets. It combines beaches, rock formations, and distinctive landscapes, creating an integrated destination that brings together luxury tourism, upscale residential living, eco-tourism, and recreational activities.

The project is based on a long-term vision aimed at transforming the waterfront of the Special Economic Zone at Duqm into a vibrant urban and tourism hub, supported by a world-class port, an integrated marina, and multi-purpose hospitality and leisure facilities. The proposed master plan includes the development of more than 2,600 hotel hospitality units by 2040, over 3,700 residential units, and more than 63,000 square metres of commercial space, in addition to cultural and entertainment facilities extending across more than one million square metres. The project is expected to attract approximately 370,000 visitors annually, reflecting the scale of opportunities available to investors and developers in the tourism, hospitality, real estate, and retail sectors.

The project enjoys a strategic location linking Muscat and Salalah and is supported by advanced infrastructure, including Duqm International Airport, the Port of Duqm, and modern road networks. It also benefits from the investment incentives offered by SEZAD, including tax exemptions of up to 30 years, 100 per cent foreign ownership, and land usufruct rights for up to 99 years, further enhancing its attractiveness to local and international investors. By the end of last year, the total committed investment in the tourism sector within SEZAD had exceeded RO 853 million.

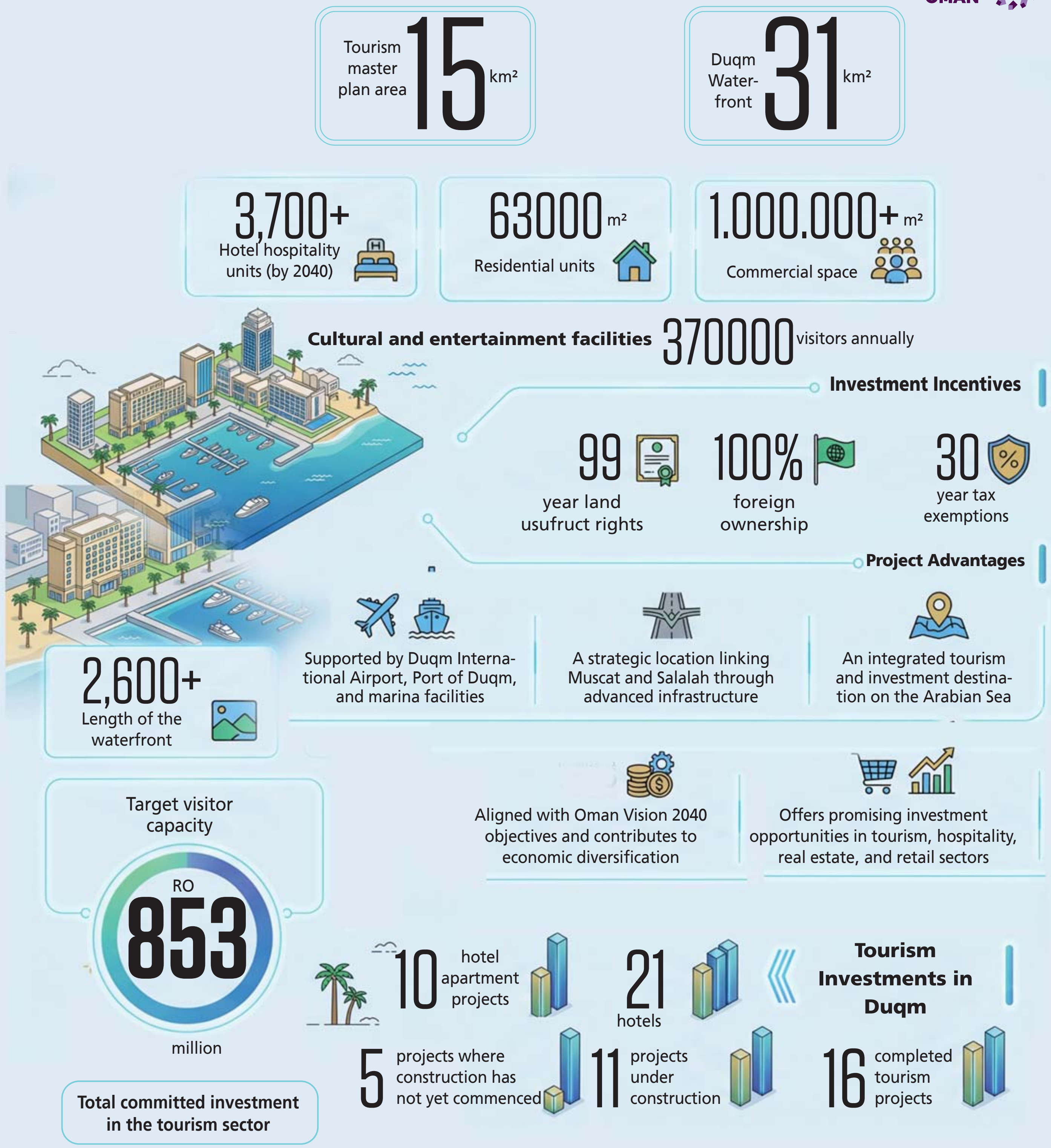
Tourism investments in Duqm include 21 hotels, 10 hotel apartment projects, and a multi-facility tourism development comprising hotels, villas, and serviced apartments. These figures reflect growing demand for tourism services in the region, increasing numbers of tourists and visitors, an active business environment, and the facilities and incentives provided by OPAZ and the management of SEZAD.

Statistics issued by the management of SEZAD indicate that the total number of completed tourism projects had reached 16 by the end of last year, while 11 projects were under construction and 5 projects had not yet commenced construction. The new Duqm waterfront master plan reflects the transition of SEZAD from the stage of providing infrastructure and supporting services to the stage of creating a fully integrated tourism destination through the development of an urban and tourism environment that combines residential, leisure, hospitality, and commercial components. This will enhance its ability to attract quality capital and increase the contribution of the tourism sector to economic diversification in line with Oman Vision 2040.

Duqm also benefits from its unique geographical location on the Arabian Sea, as well as an extensive waterfront area covering 31 square kilometres within the new master plan, providing opportunities for the development of diverse tourism projects, including beachfront resorts, tourism marinas, recreational facilities, and eco-tourism attractions such as the Rock Garden and adventure tourism activities. The area also enjoys relatively moderate summer weather, making it an additional attraction for domestic and regional tourism.

During the meeting, OPAZ emphasised that the development of the Duqm waterfront represents a pivotal milestone within its plans to maximise the economic value of the location and create an integrated urban and tourism environment that responds to market requirements and keeps pace with global trends in the development of sustainable coastal cities.

The meeting forms part of a series of initiatives implemented by OPAZ to enhance investment opportunities, expand partnerships with the private sector, and accelerate development in SEZAD, in alignment with the objectives of Oman Vision 2040.



Based on the Principles of English Common Law and Set for Operational Launch This Year

International Financial Centre of Oman: A Strategic Step to Strengthen the National Economy and Attract Investments

Muscat – Duqm Economist

The establishment of the International Financial Centre of Oman (IFC Oman) represents a qualitative shift in the economic and investment development framework in the Sultanate of Oman, serving as a strategic pillar that enhances the integration of financial and investment policies with production, manufacturing and export enablers, and supports the creation of an advanced business environment capable of attracting quality capital and stimulating sustainable growth.

The role of the centre is not limited to attracting global financial institutions. It goes beyond that to form an integrated financing and regulatory platform that contributes to supporting special economic zones, free zones and industrial cities by facilitating capital flows, providing innovative financing tools and strengthening the confidence of local and international investors, thereby enhancing the efficiency of investment decision-making and strengthening the Sultanate's competitiveness regionally and globally.

The centre is expected to contribute to enabling major industrial, logistics and investment projects by linking them to an independent and flexible financial and legislative ecosystem based on international best practices. This will enhance their capacity to expand, increase value addition and accelerate implementation, while also supporting related sectors, localising knowledge and providing high-quality employment opportunities in line with the objectives of Oman Vision 2040.

H.E. Sultan Al Habsi: The centre provides an enabling environment for managing investments, establishing companies and supporting financial innovation

H.E. Abdulsalam Al Murshidi: The centre represents advanced infrastructure and a secure and transparent financial environment for investors

H.E. Ahmed Al Dheeb: Integration between the centre and economic zones enhances capital flows and accelerates investment decision-making

H.E. Ahmed Al Sharqi: The centre enhances economic diversification and attracts foreign direct investment

H.E. Mahmood Al-Awaini: Integrated competitive advantages make the centre a leading destination for companies and investors

The establishment of the International Financial Centre of Oman, issued under Royal Decree No. (8/2026), is aligned with the Sultanate of Oman's strategic directions aimed at diversifying the national economy, strengthening its position as a global centre for financial services, attracting capital and supporting innovation.

Objectives of the Centre

The centre aims to create an attractive environment for investments, commercial banks and global financial institutions specialising in conventional and Islamic banking services, financial and insurance services and other supporting activities, in addition to facilitating knowledge transfer and providing high-quality employment opportunities in the financial and banking sectors.

The establishment of the centre reflects the Sultanate of Oman's commitment to building a reliable and efficient financial ecosystem that provides advanced services meeting the needs of global investors and institutions, supported by administrative, financial and legislative independence, and the development of regulatory, legal and judicial frameworks aligned with international standards and based on the principles of English Common Law.

Governance, Incentives and Exemptions

According to the centre's law, its governance is based on a Board of Directors appointed by His Majesty the Sultan, along with three independent entities: the Centre Authority, the Financial Services Regulatory Authority of the centre, and the Dispute Resolution Authority.

The centre will be headquartered in Madinat Al Irfan, with the possibility of expansion to other locations in accordance with the provisions of the law. It will also provide a package of incentives and tax exemptions of up to 50 years to attract financial investments and supporting sectors.

During the coming phase, the centre will work on completing legislative and regulatory frameworks, engaging stakeholders, targeted companies and legal experts, in addition to establishing the operational frameworks necessary to launch its activities and begin full operations during the current year.

Strengthening the Role of the Financial Sector and Investment Management

In this context, H.E. Sultan bin Salem Al Habsi, Minister of Finance and Chairman of the Supervisory Committee for the centre's establishment phase, said that the establishment of the International Financial Centre of Oman will contribute to strengthening the role of the financial sector in achieving economic diversification objectives, in integration with efforts to develop the financial and investment sectors and the Sultanate of Oman's future directions.

He added that the centre will serve as an enabling environment for managing investments, establishing companies and building commercial partnerships, benefiting from facilitating capital flows and financial services and supporting financial innovation. He also emphasised that the Sultanate possesses important competitive advantages, including political stability, investment attractiveness and international economic partnerships.

Stability, Integrity and Efficiency

Meanwhile, H.E. Abdulsalam bin Mohammed Al Murshidi, President of the Oman Investment Authority (OIA) and a member of the project's supervisory committee, affirmed that the establishment of the centre represents the culmination of efforts aimed at achieving financial stability and economic diversification.

He noted that the centre reflects the leadership's commitment to creating an attractive investment environment that strengthens the Sultanate of Oman's position as a financial hub characterised by stability, integrity and efficiency.

He added that the centre will feature advanced infrastructure for financial services and provide a secure and transparent environment for institutions and investors, making it a strategic destination for capital and contributing to achieving the objectives of Oman Vision 2040, particularly in the field of economic diplomacy.

Developing the Economic and Financial Ecosystem

For his part, H.E. Eng. Ahmed bin Hassan Al Dheeb, Deputy Chairman of the Public Authority for Special Economic Zones and Free Zones (OPAZ), said that the establishment of the International Financial Centre of Oman represents a qualitative transformation in developing the economic and financial ecosystem in the Sultanate of Oman.

He explained that the centre embodies an integrated strategic vision linking the financial sector directly with investment and production enablers in economic zones.

He added that the centre constitutes a key pillar for enabling high-value investments through an independent financial and legislative ecosystem capable of supporting the financing of major projects in strategic sectors including manufacturing, logistics, renewable energy, green hydrogen and advanced technologies.

Efficiency of Capital Flows

He also indicated that integration between the centre and special economic zones and free zones will enhance the efficiency of capital flows, strengthen confidence among international investors and contribute to attracting long-term investments and strategic partnerships.

He affirmed that OPAZ is working to align investment policies and incentives with the centre's regulatory frameworks to ensure an integrated business environment combining advanced infrastructure, attractive legislation, effective governance and ease of doing business.

Global Best Practices and Competitive Advantages

Meanwhile, H.E. Mahmood bin Abdullah Al-Awaini, Secretary-General of the Ministry of Finance and Chairman of the Executive Committee for the establishment project, explained that the establishment of the centre complements the ongoing development of the financial sector, particularly in light of improvements in Oman's economic indicators and sovereign credit ratings.

He added that the establishment of the centre follows a carefully studied approach based on global best practices and aligned with the competitive advantages enjoyed by the Sultanate of Oman, including its strategic geographic location, political stability and strong international relations.

A Strategic Step

In the same context, H.E. Ahmed bin Said Al Sharqi, Chairman of the Economic Committee of the Shura Council, said that the establishment of the International Financial Centre of Oman represents a strategic step toward building a modern financial economy capable of competing regionally and internationally, and embodies the far-sighted vision of His Majesty Sultan Haitham bin Tarik – may Allah protect and preserve him.

He explained that the centre represents an independent financial and legislative entity that provides a secure and attractive environment for international companies, and aims to enhance the contribution of the financial sector to the gross domestic product, attract quality investments, support financial innovation and modern technologies, and create high-quality employment opportunities for Omani youth.

He noted that the centre will attract a wide range of sectors, including global banks, asset management companies, investment funds, venture capital, sustainable finance markets, and financial technology, in addition to professional firms in the fields of legal services, auditing and consulting.

Efforts to Diversify Sources of Income

The Sultanate of Oman continues its efforts to enhance the competitiveness of the national economy and diversify sources of income through developing the financial sector to become one of the main drivers of sustainable economic growth, as the establishment of specialised financial centres represents a natural response to the rapid transformations in the global economy and the growing role of financial, banking and technological services.

An advanced financing and regulatory platform supporting the sustainable growth of special economic zones, free zones and industrial cities.

Tax incentives and exemptions of up to 50 years to attract financial investments and supporting sectors.

A reliable and efficient financial ecosystem aligned with international standards serving investors and global institutions.

Enabling major industrial and logistics projects through an independent and flexible financial and legislative framework.

Inauguration of the First Integrated Business District in the Special Economic Zone at Duqm

Al Duqm - Duqm :

The Special Economic Zone at Duqm celebrated the inauguration of the first phase of the "Maysan Square Duqm – Residence" project, which comprises 104 residential units alongside 130 diverse commercial units that have attracted investors from 22 countries, with an investment value estimated at approximately RO 10 million.

The inauguration ceremony was held under the patronage of H.E. Qais bin Mohammed Al Yousef, Chairman of the Public Authority for Special Economic Zones and Free Zones (OPAZ).

Sadiq Jaffer, Chairman of the Board of Directors and CEO of Maysan Properties Company, said that the project is the first integrated business district in the Special Economic Zone at Duqm. It extends over a total area of 122,000 square metres and is being developed in several phases. Upon completion, it will comprise 20 buildings distributed across the residential, commercial, hospitality and retail sectors, including 424 fully serviced residential units.

He added in his speech that the project represents a qualitative leap in the real estate development sector, as it is the first integrated business district that brings together residential, commercial, hospitality and business components within a modern urban environment designed in accordance with the highest international standards.

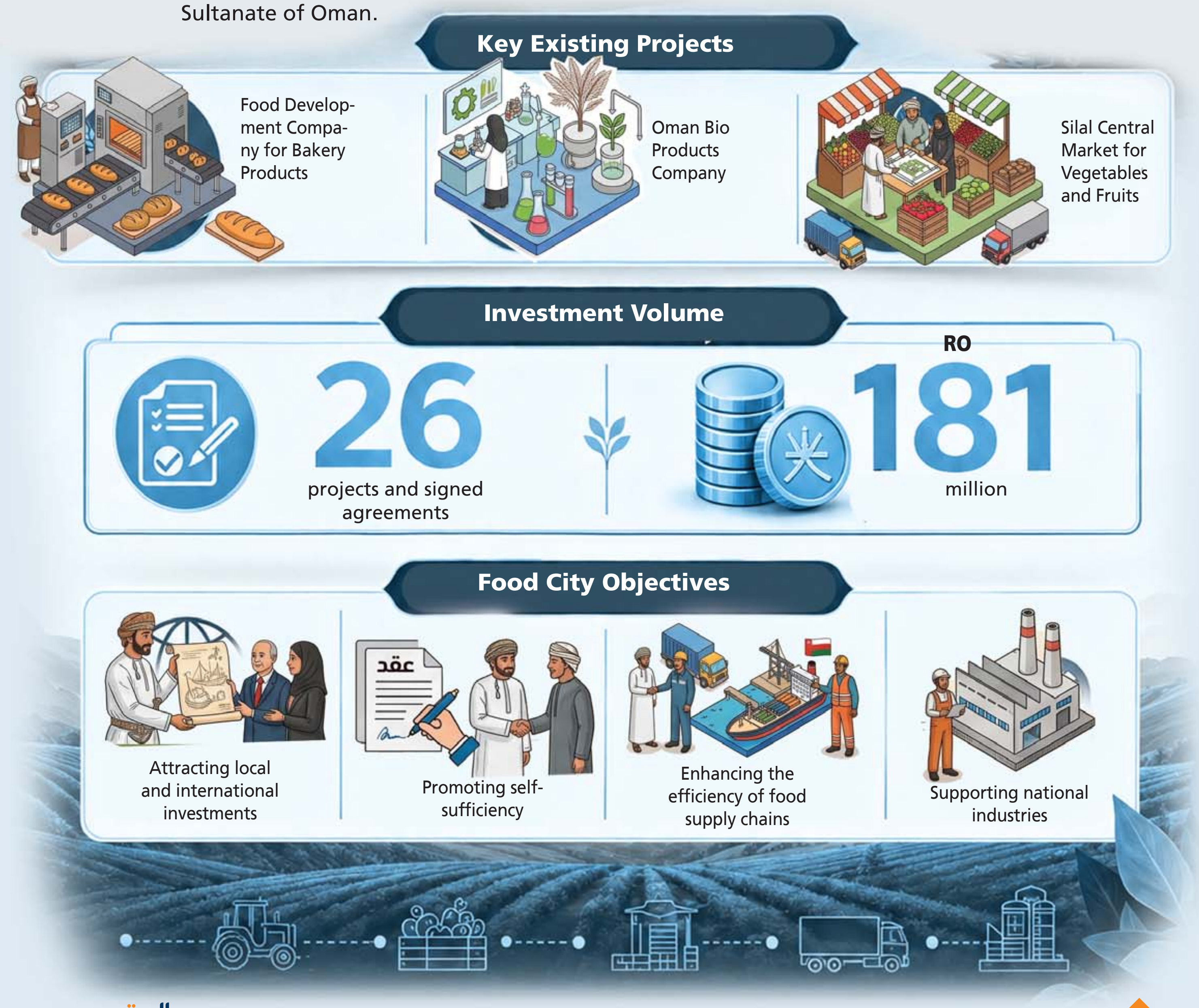
He pointed out that the project reflects the growing confidence of international investors in the economic and investment future of the Special Economic Zone at Duqm, as a modern urban landmark that embodies the level of civilisational and urban development.

> The first phase comprises 104 residential units alongside 130 diverse commercial units
>
> Attracted investors from 22 countries with an investment value estimated at approximately RO 10 million
>
> The project covers a total area of 122,000 square metres and, upon completion, will include 20 mixed-use buildings comprising 424 fully serviced residential units

An Integrated Ecosystem Localising Food Production, Storage and Manufacturing Projects

RO 181 Million Investments in the Food City at Khazaen Economic City

The Food City at Khazaen Economic City continues its strategic role in increasing the added value of food products, supporting economic diversification, and strengthening the food security ecosystem in the Sultanate of Oman.



Amazon Giant:

How the World's Largest Iron Ore Mine Is Run by Human Minds and Machine Muscle?

Carajás - الدقم Duqm :

Carajás: The Reporter

I never imagined that a journey to one of the deepest reaches of Brazil's lush green forests would also be a journey into the future and technology, where pristine nature meets some of the most advanced innovations ever developed. From the Carajás Complex, operated by Vale in Brazil, I bring you the story of the rise of one of the world's largest mining companies — a company that supplies the planet with the lifeblood of iron ore and other minerals, and now manages its massive operations without a human hand touching the steering wheel.

Massive Terraces and Open-Pit Mines

Standing on a viewing platform overlooking the Carajás open-pit mine — the largest of its kind on Earth — I witnessed a sight unlike anything I had ever seen before. The breathtaking landscape revealed an enormous pit of red rock terraces descending deep into the ground, stretching beyond the horizon amid towering forest trees.

Here lies an astonishing reserve of iron ore and various minerals, supplying more than half of Vale's annual production to steel mills around the world. Yet what was most remarkable was not the scale itself, but the absence of the human sounds typically associated with traditional mining sites. Here, only the sounds of machinery and mining equipment can be heard.

A Smart Control Centre and Autonomous Machines

I then moved to the mine's operations headquarters, an advanced digital control centre resembling the command rooms used in major football stadiums — perhaps even larger. Behind vast glass screens and dressed in professional attire, engineers oversee operations through touchscreens and artificial intelligence systems, located kilometres away from the actual mining areas.

From these digital windows, I watched a fleet of giant hydraulic haul trucks with capacities exceeding 320 tonnes move precisely across the mine. They climbed and descended slopes and positioned themselves beneath massive excavators without a single driver inside their cabins. These mechanical giants, together with autonomous excavators, are operated entirely through software. According to company data, this digital transformation has improved safety, reduced fuel consumption by 11 per cent, and increased productivity by the same percentage. One employee confirmed that operations continue around the clock, 24 hours a day, stopping only in the event of technical failures.

The Amazon Environmental Oasis: A Project of Hope

Leaving behind the noise of machinery, I headed towards the company's environmental and human dimension. Mining has long been associated with environmental destruction and pollution, yet Carajás presents a noteworthy model. Vale oversees the protection and management of one million hectares of surrounding Amazon rainforest — an area equivalent to ten times the size of its mining operations.

I visited the open wildlife park known as Vale Amazônia BioPark, a 30-hectare reserve located within the heart of the national forest. There, I observed several species of Brazilian big cats, colourful macaws, and various species of monkeys and birds unlike any I had seen before, alongside rare animals living in a protected natural environment. The park also supports scientific research programmes dedicated to preserving endangered species.

As we prepared to leave, the team accompanying us paused so that we could leave a lasting mark on this place. It was a beautiful idea. One member of the group explained that trees planted by previous visiting delegations decades ago still stand today. Indeed, we planted a tree ourselves. I cannot recall its exact species — perhaps a pine tree or a baobab.

My visit to Carajás demonstrated that the future of heavy industry can preserve both people and nature simultaneously. Vale has protected the environment through technology and advanced machinery that extract resources from deep within the earth while minimising accidents, all while helping to keep the lungs of the world alive through its commitment to environmental and social responsibility.

Carajás mines have evolved into a model of a low-cost, low-emissions automated industrial economy

Vale in Sohar: Adding Value to Global Iron

Vale operates one of its most significant global projects in the Sohar Freezone through its industrial complex at Sohar Port, which commenced operations in the Sultanate of Oman in 2011. Today, the Sohar complex serves as Vale's gateway to regional markets, supplying iron and steel producers in Oman and across the Gulf with high-quality raw materials while supporting local downstream industries.

More importantly, according to available information, Vale is currently exploring new opportunities in Oman related to low-carbon iron production and hydrogen-based solutions, in line with the country's ambition to achieve net-zero emissions by 2050.

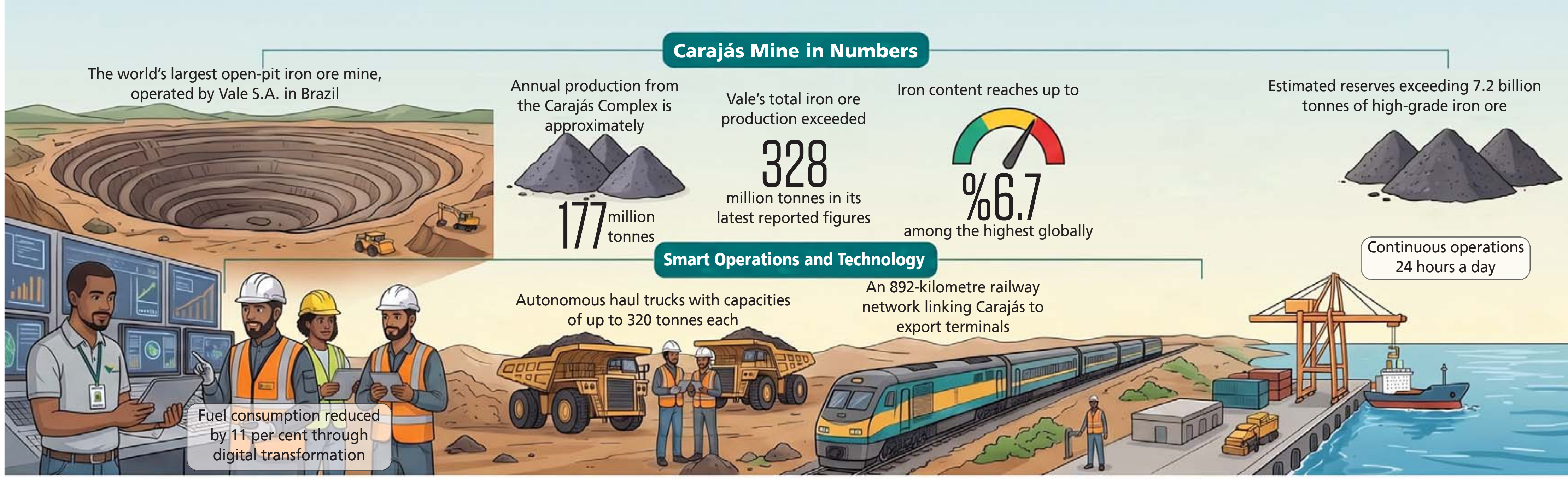
From Brazil to the Sultanate of Oman: iron value chains are advancing towards the global green economy.

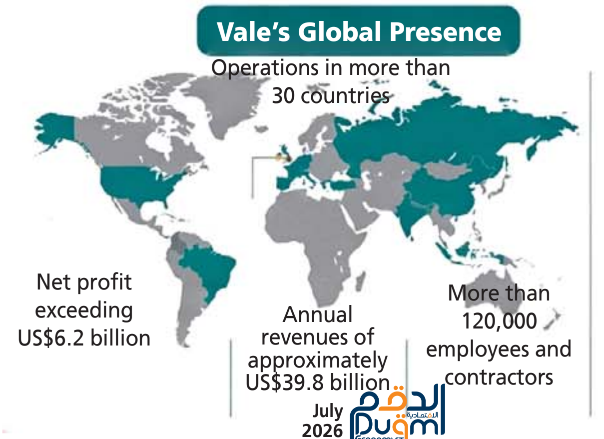
Carajás is managed through artificial intelligence, while in Oman the future of iron is being reshaped through clean energy and value-added industries.

The visit proved that the future of heavy industries can protect both people and nature at the same time.

As clean energy and heavy industrial projects continue to expand in Sohar and the Special Economic Zone at Duqm, Oman appears increasingly positioned to become a new strategic hub for Vale in the region — not merely as a logistics gateway, but as an industrial base for the future.

My visit to Carajás proved that the future is not distant; it is already happening. In Brazil, mines are being operated through artificial intelligence. In Oman, the future of iron is being reshaped through value addition and clean energy. Between the two, Vale is writing a new chapter in the story of global industry.

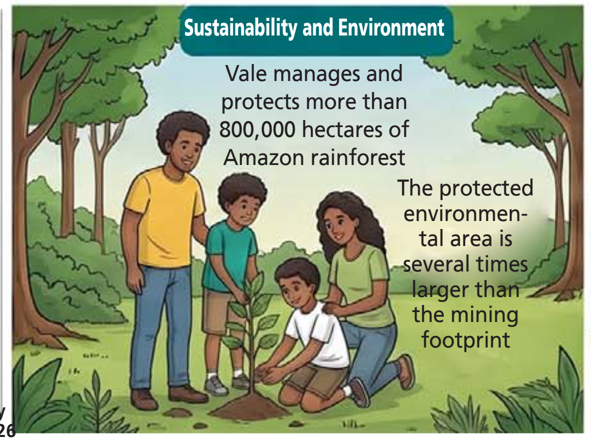


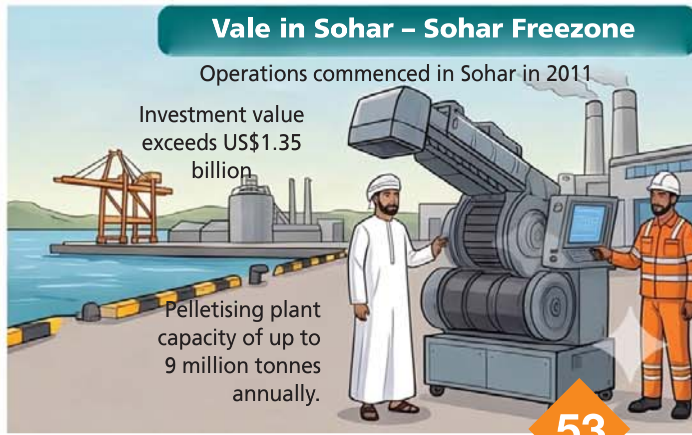


Key Export Markets

Vale exports iron ore to:

- China, the largest importer
- Japan
- South Korea
- Germany
- The Netherlands
- Türkiye
- The Sultanate of Oman





From a Local Idea to a Global Brand..

Omanluxury Reinforces the Presence of Omani Luxury Fragrances from Rusayl Industrial City to International Markets

Muscat - :

Omanluxury has successfully established itself as one of Oman's most prominent success stories in the specialized manufacturing and luxury fragrance sector. Starting from Rusayl Industrial City, the brand has expanded its reach to numerous regional and international markets, driven by an ambitious national vision that combines authentic Omani identity with global standards of innovation and quality.

Over a journey spanning nearly 14 years, the Omani brand has transformed from an emerging entrepreneurial venture into a specialized fragrance house competing with leading global luxury fragrance brands by offering products that embody the spirit of Oman and translate its cultural and natural heritage into sophisticated fragrances with international appeal.

A Journey Driven by a National Vision

Omanluxury was established in 2012 by Omani entrepreneurs Moatasim Al Hinai and Moath Al Sanawi with a vision to offer a fragrance experience that reflects the depth of Omani culture and the diversity of its natural landscapes while reinterpreting Omani heritage in a contemporary form capable of reaching international markets.

The idea was not limited to establishing a conventional commercial venture; rather, it emerged as an initiative carrying both cultural and economic value, aimed at showcasing the significance of Omani fragrances and strengthening their presence within the global fragrance industry through products that express national identity in a refined and luxurious manner.

Through its factory in Rusayl Industrial City, the company continues to develop and manufacture specialized fragrances according to the highest international quality standards, focusing on blending Omani authenticity with modern trends in luxury perfumery.

Omani Heritage at the Heart of the Product

Moatasim bin Rashid Al Hinai, owner of Oman Luxury Company, said that the brand has remained committed since its inception to incorporating authentic Omani elements into every aspect of its products. Omani frankincense, particularly that sourced from Dhofar Governorate, has become a key ingredient in several of its fragrances, serving as a symbol of Oman's presence within its luxurious fragrance compositions.

He explained that the brand's visual identity was also inspired by local heritage, with perfume bottles designed to reflect the details of the Omani dishdasha, while the cap draws inspiration from the traditional kumma, complemented by silver accents representing the aesthetics of the Omani marriyah, creating a visual expression that combines heritage with contemporary elegance.

Al Hinai noted that while preserving its Omani identity, Omanluxury has collaborated with some of the world's leading perfumers to create products that rival the finest international brands in terms of quality, innovation, and uniqueness.

International Expansion and Growing Presence

Moatasim Al Hinai affirmed that product quality and a distinctive brand identity have contributed significantly to the company's expansion beyond Oman. Within a relatively short period, the brand successfully entered several regional and international markets, including GCC countries, Europe, India, and China, strengthening the presence of Omani fragrances within the global luxury fragrance sector.

He added that the brand continues to reinforce its international position through the launch of specialized niche fragrance collections that focus on uniqueness and individuality in composition and identity. These include Royal Incense, which embodies boldness and creativity; Zafar, inspired by Dhofari incense; and Caden, which reflects the spirit of Omani hospitality.

International Awards and Industrial Excellence

The owner of Oman Luxury Company stated that Omanluxury has won several international awards and recognitions, underscoring the quality of its products and its growing standing within the luxury fragrance sector. The brand was awarded the Best Niche Fragrance Award 2025 at Beautyworld Middle East 2025 for its fragrance "Caden," an achievement that reflects the ability of Omani brands to compete successfully in global markets.

Moatasim Al Hinai: Annual production reaches approximately 100,000 perfume bottles, marketed locally with a significant portion exported to regional and global markets

100,000 Perfume Bottles Annually

Regarding production operations, Moatasim Al Hinai explained that the factory includes specialized production lines equipped with the latest technologies used in luxury fragrance manufacturing. Products undergo meticulous stages that include fragrance development, filling, and packaging according to international quality standards that preserve the uniqueness of the Omani product and enhance its competitiveness in international markets.

He added that the company's annual production volume reaches approximately 100,000 perfume bottles, which are marketed locally while a significant portion is exported to regional and global markets as part of the brand's ongoing expansion plans aimed at strengthening its international presence and reinforcing the position of Omani luxury fragrances worldwide.

He further noted that the company's factory in Rusayl Industrial City has received recognition from authorities concerned with industry and entrepreneurship for its commitment to implementing the highest standards of quality and production, as well as its contribution to strengthening national industry and increasing local added value.

A National Industry with a Global Identity

Omanluxury believes that cultural identity lies at the core of its brand. Its products are inspired by Oman's rich fragrance heritage, with a strong focus on utilizing local raw materials and collaborating with national talents and global experts specializing in perfumery.

Established in 2012 by Omani entrepreneurs Moatasim Al Hinai and Moath Al Sanawi

Nearly 14 years of experience in luxury fragrance manufacturing.

Integrates Omani identity and local heritage into fragrance designs and compositions.

Uses Dhofari Omani frankincense as a key ingredient in several fragrances.

Packaging designs inspired by:

The Omani dishdasha | The traditional kumma | The Omani marriyah

Launched specialized niche fragrance collections that reflect uniqueness and Omani identity, including:

Royal Incense | Zafar | Caden

Collaborates with some of the world's leading perfumers

Expanded into markets across:

GCC countries
Europe
India
China

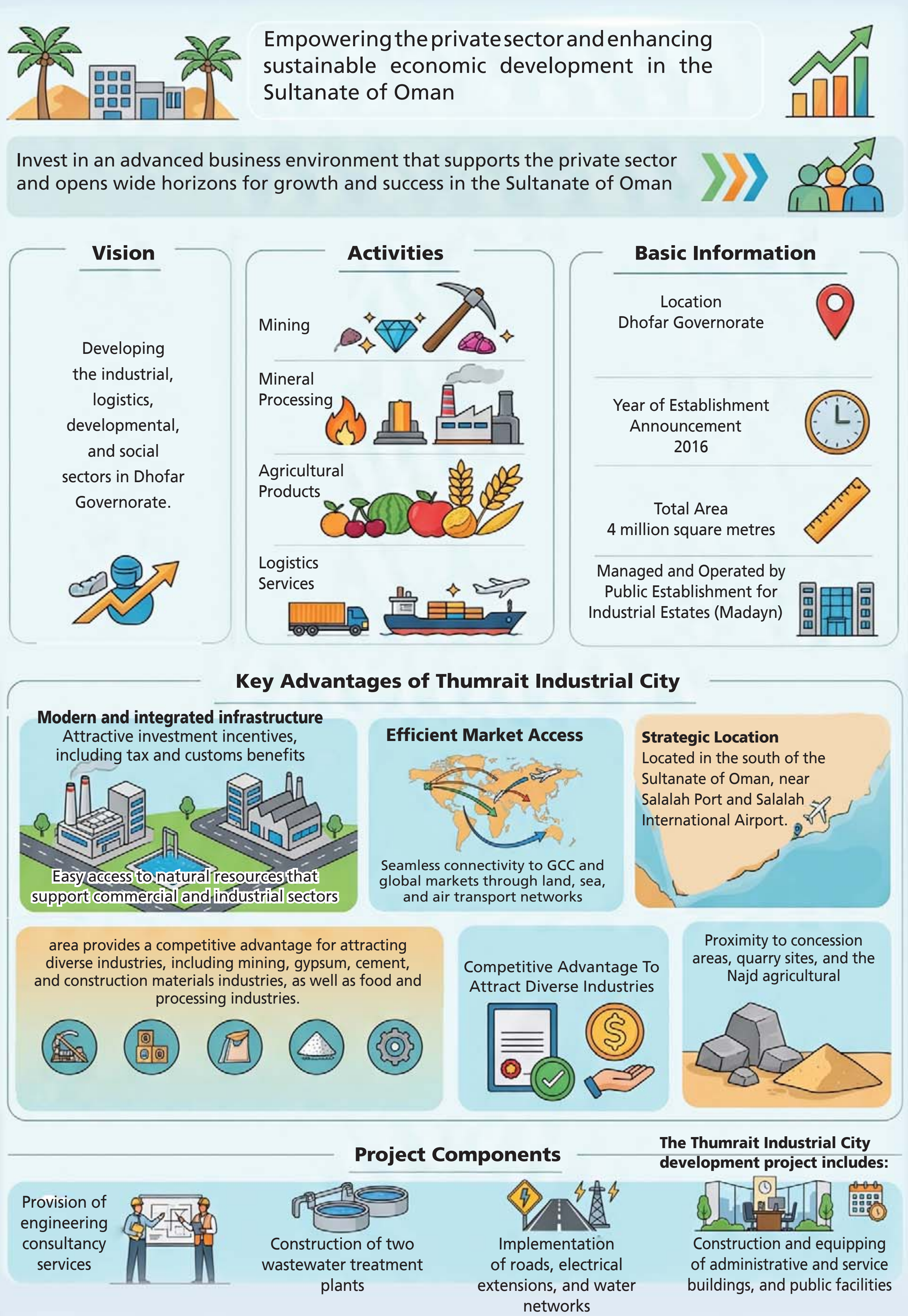
Factory equipped with the latest luxury fragrance manufacturing technologies.

A significant portion of production is exported to regional and global markets.

Annual production volume reaches approximately 100,000 perfume

Winner of the Best Niche Fragrance Award 2025 at Beautyworld Middle East for its fragrance "Caden".

Thumrait Industrial City: Your Promising Logistics and Industrial Gateway



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

The Artificial Intelligence Special Zone and How to Benefit from It

There is no disagreement today that artificial intelligence represents the fastest-evolving field of our modern era and one of the most important sectors in which countries, institutions, and individuals are racing to invest and benefit from its rapidly advancing capabilities. Its applications have come to touch various vital sectors, ranging from the economy, security, education, and healthcare to knowledge and innovation, in addition to its growing role in supporting decision-making at strategic levels.

The national step to establish the Artificial Intelligence Special Zone, pursuant to Royal Decree No. (50/2026), comes as a practical translation of Oman's future vision and embodies a strategic direction with economic and developmental dimensions that extend beyond technology, contributing to reshaping the national economy over the coming decades.

The establishment of this zone reflects a conscious reading of the transformations taking place in the global economy and an understanding that future competitiveness will not be based solely on traditional resources, but rather on possessing knowledge, producing technologies and software, attracting talent, building innovation ecosystems, and nurturing young minds emerging from Omani and international universities, alongside establishing specialised companies that invest in advanced technologies and benefit from the investment environment provided by the zone, supported by the incentives and facilities stipulated in the Law of Special Economic Zones and Free Zones issued by Royal Decree No. (38/2025).

This zone was intended not to be a conventional real estate or investment project, but rather an integrated platform for a new economy built on data, cloud computing, data centres, advanced technologies, cybersecurity, smart solutions, unmanned aerial systems, and other future technologies, laying the foundation for a new phase in the economic diversification journey pursued by the Sultanate of Oman under the objectives of Oman Vision 2040.

The zone covers an area of approximately 104,000 square metres in a strategic location adjacent to Muscat International Airport, giving it a competitive advantage in attracting quality investments and developing an advanced technological ecosystem capable of drawing global companies operating in semiconductors, data centres, artificial intelligence, and other high-value-added digital industries.

The Sultanate of Oman possesses a strategic opportunity to strengthen its position in this growing global market, benefiting from its geographical location, political stability, flexible legislative environment, and the availability of the infrastructure necessary for investment.

If the zone succeeds in attracting global companies, localising research and development activities, and building effective partnerships with universities, colleges, and innovation centres, it will not merely be a specialised economic zone, but rather the nucleus of a new Omani economy driven by knowledge, where algorithms and data generate economic value exceeding that of traditional resources, making artificial intelligence one of the most important drivers of growth and sustainable development in the Sultanate of Oman during the coming phase.

This zone was never intended to be a conventional real estate or investment project; rather, it was designed as an integrated platform for a new economy built on data, cloud computing, data centres, advanced technologies, cybersecurity, smart solutions, and unmanned aerial systems.

Zone Services Platform

A Digital Gateway to Investment Opportunities and Integrated Services

The Digital Services Platform (Zone Services) is the unified digital gateway established by the Public Authority for Special Economic Zones and Free Zones (OPAZ) to explore investment opportunities and access integrated services across Special Economic Zones, Free Zones, and Industrial Cities in the Sultanate of Oman. The platform aims to enable investors to directly access promising opportunities and benefit from a comprehensive digital services ecosystem that simplifies procedures and accelerates transaction processing, thereby enhancing the efficiency of the business environment and reinforcing Oman's attractiveness as an investment destination.

Gateway to Successful Investment

- Unified digital platform for investors
- Easy and fast electronic procedures
- Digital issuance of permits and licences

- Real-time application tracking
- Integration with relevant authorities
- Flexible and secure investment environment

Smart Tools for Successful Investment

- OMAP Interactive Land Map
- Electronic Ticketing System
- Electronic Application Tracking

- Permits and Contracts Management
- Digital Investor Services

A Seamless Journey... Greater Investments

- Text size and page direction controls
- Flexible and responsive digital design
- Easy access and user-friendly experience
- Compatibility with screen readers

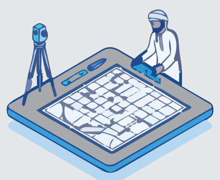
Digital Services for Investors and Companies

First: Permit and Licence Issuance Services

- Signage and Advertising Board Permit
- Building Permit
- Building Completion Certificate
- Infrastructure Services and Excavation Permit
- Temporary Workers' Camp Permit
- Building Permit Renewal

Second: Commercial and Investment Services

- Investment Application
- Commercial Registration of the Project
- Amendment of Commercial Registration Details
- Industrial Activity Licence
- Investor Work Permit
- Commercial Activity Licence
- Issuance or Renewal of Environmental Permit – Category I / II / III



Third: Environmental Services

- Environmental Licences
- Environmental Audit Report

Fourth: Temporary Contract Service Providers Management

- Registration / Appointment of Temporary Contract Service Providers
- Replacement of Temporary Contract Service Providers

Fifth: Contract Services

- Usufruct Agreement Cancellation
- Usufruct Agreement Amendment

Key Platform Advantages

- Unified digital services platform
- Simplified procedures for investors
- Fully electronic transaction processing
- Fast issuance of permits and licences

- Integration among relevant authorities
- Enhanced investment and business environment
- Application tracking and electronic payment
- Issuance of documents and permits in digital format

خدمات المناطق
ZONE SERVICES

منصة «خدمات المناطق»

بوابة رقمية للفرص الاستثمارية والخدمات المتكاملة

تُعدّ منصة "خدمات المناطق" البوابة الرقمية الموحدة التي أنشأتها الهيئة العامة للمناطق الاقتصادية الخاصة والمناطق الحرة لاستكشاف الفرص الاستثمارية والاستفادة من الخدمات المتكاملة في المناطق الاقتصادية الخاصة والمناطق الحرة والمدن الصناعية في سلطنة عُمان. وتهدف المنصة تمكين المستثمرين من الوصول المباشر إلى الفرص الواعدة، وتقديم منظومة خدمات رقمية متكاملة تُبسّط الإجراءات وتُسرّع إنجاز المعاملات، بما يعزّز كفاءة بيئة الأعمال ويرسّخ جاذبية الاستثمار في سلطنة عُمان.

بوابة استثمار ناجح

- منصة رقمية موحدة للمستثمرين
- إجراءات إلكترونية سهلة وسريعة
- إصدار التصاريح والتراخيص رقمياً

- متابعة الطلبات لحظة بلحظة
- تكامل مع الجهات المختصة
- بيئة استثمارية مرنة وآمنة

أدوات ذكية لاستثمار ناجح

- خريطة الأراضي التفاعلية OMAP
- نظام التذاكر الإلكتروني
- تتبع الطلبات إلكترونيًا

- إدارة التصاريح والعقود
- خدمات المستثمرين الرقمية

رحلة سلسة.. استثمارات أكبر

- سهولة الوصول والاستخدام
- التوافق مع قارئات الشاشة

- التحكم بحجم النص واتجاه الصفحة
- تصميم رقمي مرن ومتجاوب

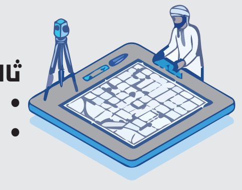
الخدمات الرقمية للمستثمرين والشركات

أولًا: خدمات إصدار التصاريح والتراخيص

- تصريح اللافتات واللوحات
- تصريح البناء
- شهادة إتمام البناء
- تصريح خدمات البنية الأساسية والحفر
- تصريح مخيم مؤقت للعمال
- تجديد تصريح البناء

ثانيًا: الخدمات التجارية والاستثمارية

- طلب استثمار
- قيد المشروع في السجل التجاري
- تعديل بيانات السجل التجاري
- ترخيص النشاط الصناعي
- ترخيص عمل مستثمر
- ترخيص النشاط التجاري
- إصدار أو تجديد التصريح البيئي – الفئة الأولى / الثانية / الثالثة



ثالثًا: الخدمات البيئية

- التراخيص البيئية
- تقرير التدقيق البيئي

رابعًا: إدارة موردي الخدمات بعقود مؤقتة

- تسجيل / تعيين موردي الخدمات بعقود مؤقتة
- استبدال مزودي الخدمات بعقود مؤقتة

خامسًا: خدمات العقود

- إلغاء عقد الانتفاع
- تعديل عقد الانتفاع

أبرز مزايا المنصة

- منصة رقمية موحدة للخدمات
- تسهيل إجراءات المستثمرين
- إنجاز المعاملات إلكترونيًا
- سرعة إصدار التصاريح والتراخيص

- تكامل بين الجهات المختصة
- تعزيز بيئة الاستثمار والأعمال
- متابعة الطلبات والدفع الإلكتروني
- إصدار الوثائق والتصاريح بصيغة رقمية