



الدقّم Duqm ECONOMIST

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



Growth in investment volume
Development of new economic, free & industrial zones



Investment Destination of Choice

Join our special economic zones, free zones, and industrial cities



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 –



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الهيئة العامة للمناطق الاقتصادية الخاصة والمناطق الحرة
Public Authority for Special Economic Zones and Free Zones
Sultanate of Oman سلطنة عمان



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The views expressed in the magazine are those of the authors and do not necessarily reflect the opinion of the magazine.

The magazine welcomes specialised researches and academic studies



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The new phase adopted by the Authority is moving toward building integrated industrial clusters, particularly in renewable energy, manufacturing industries, and mining

Growth of Investments... and Promising Opportunities

Talking about the Special Economic Zones, Free Zones, and Industrial Cities in the Sultanate of Oman is no longer merely a presentation of annual figures; it has become a reading of a comprehensive economic transformation led by a clear strategic vision, supported by a flexible legislative environment, advanced infrastructure, and an ambitious national outlook aligned with the objectives of Oman Vision 2040.

New investments during 2025 exceeded RO 1.4 billion, bringing the total committed investment in the zones supervised by the Public Authority for Special Economic Zones and Free Zones (OPAZ) to RO 22.4 billion, marking a 6.8% growth compared to 2024. These figures reflect not only an increase in financial inflows but also a rising level of international and regional confidence in Oman's investment environment.

Investment is no longer concentrated in a single location; rather, it is now distributed according to the specialized competitive advantages of each zone, in a model closer to "economic clusters" that strengthen integration between industry, logistics services, and supply chains.

Accordingly, the new phase adopted by the Authority goes beyond land allocation or contract signings — although 325 investment agreements in a single year is a notable figure — and moves toward building integrated industrial clusters, particularly in renewable energy, manufacturing industries, and mining.

In the Special Economic Zone at Duqm, strategic projects are being developed in wind turbine manufacturing and green hydrogen, while the Sohar Free Zone is witnessing major projects in the manufacturing of solar cells and modules. This direction reflects a deep understanding that the future global economy will increasingly rely on clean energy and the value chains associated with it.

The shift from being merely an "investment destination" to becoming an integrated production and export platform is what gives these zones their true weight within the national economy.

The issuance of the Law of Special Economic Zones and Free Zones under Royal Decree No. (38/2025), alongside the establishment of new economic zones, represents a qualitative leap in unifying the legislative framework, simplifying procedures, and granting greater flexibility and incentives for strategic projects.

Furthermore, the Authority's membership in the World Free Zones Organization (World FZO) strengthens its international presence and opens broader channels to benefit from global best practices in the management of economic zones.

These steps reflect a firm conviction that competitiveness today is not built solely on geographical location, but also on the speed of procedures, clarity of regulations, and quality of digital services—a reality underscored by the indicators of digital transformation and the maturity of electronic services.

Another noteworthy figure is the creation of 4,467 jobs for Omanis within a single year, bringing the total number of Omani employees in these zones to more than 30,000, with an Omanisation rate of 36%. Economic diversification is not measured solely by the volume of investments, but also by their impact on the labour market, knowledge transfer, and the strengthening of local content.

The qualitative initiatives launched by the Authority—such as the "Experiences" Initiative, which seeks to benefit from the expertise of retired national professionals, and the requirement that projects allocate 10% of the value of works to small and medium enterprises (SMEs)—reflect a clear direction toward a more inclusive and sustainable economy that balances investment attraction with empowering the local community.

If the past years laid the foundations of infrastructure, the coming years appear poised to consolidate Oman's position as a regional hub for industry, clean energy, and logistics services. Access to more than two billion consumers through a network of trade agreements and economic partnerships with global powers gives the Sultanate a rare competitive advantage.

The equation today is clear: quality investment, a flexible legislative environment, advanced infrastructure, and national talent—all together forming the foundation of a more diversified and sustainable economy.

Thus, RO 22.4 billion is not merely a numerical outcome, but rather an indicator of a new phase of institutional and economic maturity—a phase in which special economic zones, free zones, and industrial cities are managed with the mindset of "global production platforms," rather than simply industrial spaces.

Amid this momentum, the message is clear: Oman is not merely attracting investment; it is redefining its role in shaping the future of its economy.

Editorial Team

**Royal Decree
39/2026**

Issuing the Statute of the Public Authority for Special Economic Zones and Free Zones

We, Haitham bin Tarik, the Sultan of Oman

after perusal of the Basic Statute of the State,
the Land Law issued by Royal Decree 5/80,
the Law Governing the Usufruct of the Lands of the Sultanate of Oman issued by Royal Decree 5/81,
the Tender Law issued by Royal Decree 36/2008,
the Statute of the Administrative Apparatus of the State issued by Royal Decree 75/2020,
Royal Decree 105/2020 Establishing the Public Authority for Special Economic Zones and Free Zones and Determining Its Mandates,
the Statute of Governorates issued by Royal Decree 36/2022,
Royal Decree 53/2022 Regarding the Public Authority for Special Economic Zones and Free Zones and the Public Establishment for Industrial Estates,
the Financial Law issued by Royal Decree 37/2025,
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

The attached Statute of the Public Authority for Special Economic Zones and Free Zones hereby applies.

Article II

The Chairman of the Board of Directors of the Public Authority for Special Economic Zones and Free Zones shall issue the necessary regulations and decisions to implement the provisions of the attached statute, and until they are issued, the existing regulations and decisions continue to operate to the degree that they do not contradict with the provisions of this decree and the attached statute.

Article III

All that is contrary to this decree and the attached statute, or in conflict with their provisions, is hereby repealed.

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: 11 Ramadan 1447

Corresponding to: 1 March 2026

**Haitham bin Tarik
Sultan of Oman**

Broader powers granted to the Authority to support a flexible and stable investment environment and reinforce governance across zones

A Unified Regulatory Framework Enhances the Business Environment and Attracts Investment in Special Economic Zones and Free Zones

Muscat -  :

The Public Authority for Special Economic Zones and Free Zones (OPAZ) explained that the Authority's Regulation issued under Royal Decree No. 39/2026 represents an important regulatory step to achieve the objectives for which the Authority was established, enhancing the business environment, attracting investment, and reinforcing the governance of zones.

H.E. Qais bin Mohammed Al Yousef, Chairman of the Public Authority for Special Economic Zones and Free Zones (OPAZ), affirmed that the regulation grants broader powers integrated with the Law of Special Economic Zones and Free Zones and related legislation. He added that it reflects the Authority's commitment to preparing an investment environment characterized by ease, flexibility, and stability.

His Excellency added that having an independent regulation for OPAZ is essential to improving procedures and operational systems in special economic zones, free zones, and industrial cities. It will enable the Authority to strengthen its role in economic development, the development of industrial clusters, attracting investments, and creating a legislatively stable and highly competitive business environment. This will support government efforts in economic diversification and the creation of local added value.

He also noted that the regulation will strengthen OPAZ's regulatory, supervisory, and oversight role over the zones under its supervision by granting broader powers that ensure the integration of the legis-

H.E. Qais Al Yousef: The regulation introduces broader powers integrated with the Law of Special Economic Zones and Free Zones and related legislation, ensuring alignment across all existing special economic zones, free zones, and industrial cities, as well as any zones that may be established in the future



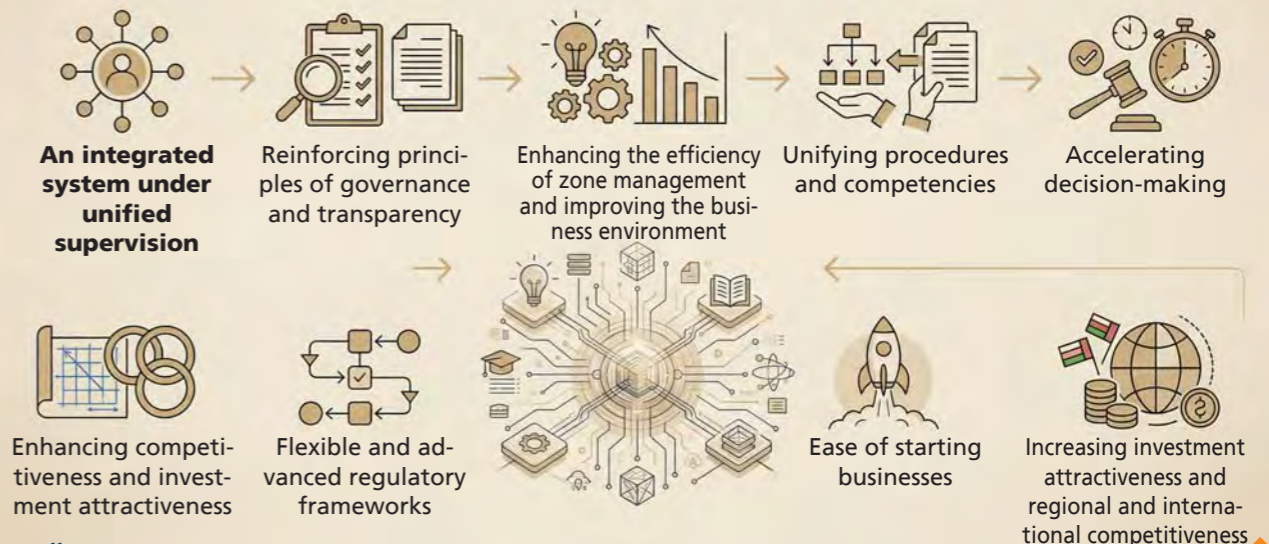
provide an integrated package of services through the One-Stop Shop. These include project registration, issuance of approvals, licenses, permits, and certificates required to conduct economic activities, regulation of municipal services within the zones, approval of rules related to issuing licenses for non-Omani workforce and determining Omanization rates in coordination with the Ministry of Labour, in addition to regulating import and export procedures and establishing a customs management system in coordination with the Royal Oman Police. This will contribute to reducing procedures, improving operational efficiency, and enhancing the investor experience.

It is worth noting that OPAZ supervises 23 special economic zones, free zones, and industrial cities. New investments in these zones exceeded RO 1.4 billion in 2025, bringing the total committed investment in zones under the supervision of OPAZ to RO 22.4 billion, marking a 6.8% growth compared to 2024.

lative framework with the Law of Special Economic Zones and Free Zones and other related legislation. This will achieve alignment among all existing special economic zones, free zones, and industrial cities, as well as any zones that may be established in the future. Work is currently underway to develop the Special Economic Zone at Al Dhahirah (EZAD), the Al-Rawdah Special Economic Zone, and the Muscat International Airport Free Zone, in addition to four new industrial cities in the wilayats of Al Mudhaibi, Al Suwaiq, Thumrait, and Madha, with the aim of accommodating diverse industrial activities and strengthening the local manufacturing base.

H.E. Qais bin Mohammed Al Yousef emphasized that the powers granted to OPAZ under the regulation will enable it to

The Authority's New Regulation under Royal Decree No. (39/2026)



Board of Directors of OPAZ holds first meeting in 2026



Muscat - **الدقم** :

The Board of Directors of the Public Authority for Special Economic Zones and Free Zones (OPAZ) held its first meeting of 2026, chaired by His Excellency Qais bin Mohammed Al Yousef, Chairman of the Board, in the presence of Board members.

At the outset of the meeting, His Excellency the Chairman, on behalf of the Authority and all the zones under its supervision, expressed the highest sentiments of praise and gratitude to His Majesty on the issuance of Royal Decree No. 30/2026 concerning the Comprehensive Economic Partnership Agreement (CEPA) between the Sultanate of Oman and the Government of the Republic of India, and its significant impact on the development of investments in the Sultanate of Oman. The Authority and the zones under its supervision seek to benefit from this important agreement.

His Excellency the Chairman also welcomed the new members of the Board of Directors, emphasising the importance of integrating efforts during the coming phase to enhance the competitiveness of the economic and free zones and industrial cities. The Board expressed its appreciation for the efforts of His Excellency Sheikh Dr Ali bin Masoud Al Sunaidy for chairing the Board during the previous period, and His Excellency Sheikh Nasser bin Sulaiman Al Harthy, Board Member.

The Board discussed several items on the agenda, most notably the reconstitution of the committees emanating from the Board, including the Audit Committees of the Authority and of the Public Establishment for Industrial Estates "Madayn", with the aim of strengthening governance and oversight systems and enhanc-

Expressions of thanks and appreciation to His Majesty on the issuance of Royal Decree No. (30/2026) regarding the Comprehensive Economic Partnership Agreement (CEPA) between the Sultanate of Oman and the Republic of India, and affirmation of its importance in attracting investments

Reconstitution of the committees emanating from the Board, including the Audit Committees of the Authority and the Public Establishment for Industrial Estates (Madayn), to strengthen governance and oversight

Review of the latest developments in projects and initiatives across the economic, free, and industrial zones, and follow-up on priority matters to enhance the investment environment

Commendation of the Authority's achievement of first place in the Government Institutions Performance Index for 2025, with an achievement rate of 91% and an "Excellent" rating

ing institutional performance efficiency.

The Board also reviewed business developments in the economic, free, and industrial zones under the Authority's supervision, and examined the progress of strategic projects and initiatives, in ad-

dition to following up on priority matters aimed at improving the investment environment and attracting further quality investments. The meeting also discussed the required enablers for the Special Economic Zone at Duqm, land connectivity, development of projects in the health-care sector, and the requirements of the safety and security system in the zone, in addition to following up on the latest executive developments in Al Rawdah Special Economic Zone in.

The meeting further addressed the key themes discussed during the Authority's media briefing, including performance indicators, achievements, and future plans, underscoring the importance of effective communication with various partners and media outlets to highlight the role of economic zones in supporting sustainable economic growth.

The Board commended the Authority's achievement of first place in the Government Institutions Performance Index, with a 91% achievement rate and an "Excellent" performance level during 2025. This reflects the initiative, cooperation, and team spirit of the Authority's employees, and demonstrates the firm commitment of the Authority and the zones under its supervision to applying best practices and the effectiveness of their efforts in achieving the Authority's strategic objectives.

The meeting also praised the Authority's positive results in the National Digital Government Transformation Programme through its efforts in simplifying procedures, digitising services, and integrating with electronic government services, leading to improved beneficiary experience through streamlined procedures, accelerated services, and proactive digital government solutions.



(OPAZ) Obtains ISO 9001:2015 International Quality Management System Certification

Muscat - **الدقم** :

The Public Authority for Special Economic Zones and Free Zones (OPAZ) has obtained the ISO 9001:2015 international standard certification for Quality Management Systems, marking a new achievement that reflects OPAZ's continued commitment to implementing best institutional practices, enhancing the level of services provided to investors, and strengthening the competitiveness of special economic zones, free zones and industrial cities, as well as their role in attracting investments.

The ISO 9001:2015 international standard focuses on seven fundamental principles of quality management covering internal organisation and relationships with service beneficiaries, including investors and suppliers. It aims to assist institutions in improving their performance and delivering products and services that meet stakeholders' expectations and comply with legal and regulatory requirements. It is also considered an effective tool for risk management by helping identify critical points that may affect quality and enabling appropriate measures to address them. Moreover, this standard adds a dimension of professionalism and credibility to institutions, enhances their market position, increases their competitiveness at both local and international levels, and prepares them for further success and growth in a dynamic business environment.

Haitham bin Khalifa Al-Shakili, Man-



ager of the Quality and Innovation Department, stated that OPAZ worked to fulfil the requirements targeted by this international certification as part of its efforts to enhance the services provided to investors at both the Authority's headquarters and the Special Economic Zone at Duqm. He explained that the ISO 9001:2015 international quality management standard contributes to raising quality benchmarks and strengthening institutions' ability to deliver services that exceed beneficiaries' expectations, positively reflecting on their satisfaction

International accreditation affirms the efficiency of the Authority's quality system, implementation of best institutional practices, and enhancement of service levels

The international quality management system supports investor confidence and strengthens the competitiveness of special economic zones and free zones

and loyalty. It also contributes to improving operational efficiency by enhancing internal processes and simplifying procedures.

He affirmed that obtaining the ISO 9001:2015 certification for an institution responsible for supervising economic zones represents a strategic achievement with pro-

found impact and confirms OPAZ's commitment to building bridges of trust with investors and partners, as well as its ability to manage economic zones efficiently and professionally.

He noted that implementing the quality management system has generated numerous gains within OPAZ's work environment through its focus on improving processes and procedures, fostering an institutional culture that supports innovation, motivating employees and increasing operational efficiency. Comprehensive documentation and manuals were provided to employees outlining the standards and procedures required for system implementation to help them understand their roles and responsibilities.

Al-Shakili, Manager of the Quality and Innovation Department, added that the training workshops and meetings held over the past months to establish and activate the quality management system have enhanced employees' awareness of the importance of quality and specification requirements. He emphasised that obtaining the ISO 9001:2015 international quality management certification is the result of collective efforts by all OPAZ employees and reaffirms their shared commitment to excellence and sustainable development.

RO 22.4 Billion Total Committed Investment in Economic, Free, and Industrial Zones

New Investments Exceed RO 1.4 Billion in 2025



Muscat - الدقم :

New investments in Special Economic Zones, Free Zones, and Industrial Cities during 2025 exceeded approximately RO 1.4 billion, bringing the total committed investment in the zones supervised by the Public Authority for Special Economic Zones and Free Zones (OPAZ) to RO 22.4 billion, marking a 6.8% increase compared to 2024.

During the media briefing, OPAZ indicated that 325 investment agreements were signed in 2025 across various economic sectors, along with the offering of new areas prepared for industrial investment in several zones. Work is currently underway to develop the Special Economic Zone at Al Dhahirah (EZAD), the Al-Rawdah Special Economic Zone, and the Muscat International Airport Free Zone, in addition to four new industrial cities in Al Mudhaibi, Al Suwaiq, Thumrait, and Madha. These projects aim to accommodate diverse industrial activities, strengthen the local manufacturing base, and create additional job opportunities for Omani youth.

Competitive and Attractive Investment Environment

H.E. Qais bin Mohammed Al Yousef,

Chairman of the Public Authority for Special Economic Zones and Free Zones (OPAZ), affirmed that the Special Economic Zones, Free Zones, and Industrial Cities supervised by the Authority witnessed notable growth in investment volumes during the Tenth Five-Year Plan, reflecting the growing confidence in the investment environment offered by the Sultanate of Oman, and confirming the success of economic policies in enhancing Oman's attractiveness as a competitive investment destination at both regional and international levels.

His Excellency explained that this

Signing 325 investment agreements across various economic sectors and offering new areas prepared for industrial investment in several zones

In 2025, OPAZ achieved 75% in the Institutional Excellence Assessment, recorded positive performance in 26 indicators, and ranked among the top 10 government entities in 5 key indicators

growth coincided with the increase in foreign direct investment (FDI) announced during the "Together Forward Forum", where total FDI in the Sultanate of Oman reached RO 30 billion by the end of 2025. He noted that these results were achieved thanks to the directives of His Majesty Sultan Haitham bin Tarik – may Allah protect and preserve him –, and through the integrated efforts of the public and private sectors. He emphasized that foreign investments during the past five years have grown at a rate equivalent to what had been achieved during the previous fifty years.

He added that investment in the zones supervised by OPAZ grew by 6.8% in 2025, as a result of signing 325 investment contracts worth nearly RO 1.4 billion, bringing the total cumulative investment in these zones to approximately RO 22.4 billion by the end of 2025, reflecting the vital role these zones play in supporting the national economy and strengthening economic diversification.

His Excellency noted that OPAZ's role goes beyond allocating and leasing land, extending to building a comprehensive investment environment based on infrastructure development, competitive incentives, and streamlined procedures that attract quality investments. He emphasized that the next phase requires moving from merely attracting factories to establishing integrated economic clusters that enhance value addition and support supply and production chains.

In this context, he explained that OPAZ has succeeded in developing an integrated ecosystem to support the renewable energy sector, including attracting a project to manufacture wind turbine components in the Special Economic Zone at Duqm (SEZAD). In its first phase, the project will produce turbine components and blades, while the second phase will



include manufacturing turbine towers, contributing to the localization of clean-energy-related industries.

The Sohar Free Zone also witnessed the signing of strategic projects for manufacturing and supplying high-efficiency solar cells and modules, with a targeted annual production capacity of 6 gigawatts of solar cells and 3 gigawatts of solar modules, in addition to the United Solar project for producing polysilicon, a key material used in solar panel manufacturing.

Within the same framework, the ACME project for green hydrogen and green ammonia is being implemented in the Special Economic Zone at Duqm (SEZAD). The second and third phases cover an area of approximately 80 square kilometers, with each phase expected to produce about 71,000 tons of green hydrogen and 400,000 tons of green ammonia annually, reinforcing Oman's position as a regional hub for clean energy production.

His Excellency added that OPAZ is working to develop specialized economic clusters, including the Integrated Cold Chain Economic Cluster in Duqm, the Integrated Aluminum Economic Cluster in Sohar Industrial City, and the Integrated Mining Economic Cluster in Shaleem, in addition to studying the establishment of a Silica and Mining Industries Complex, aimed at maximizing the utilization of natural resources and developing high-value downstream industries.

He emphasized that the Sultanate of Oman possesses strategic competitive advantages, most notably its ability to access more than two billion consumers worldwide, benefiting from its network of free trade agreements and economic partnerships. Oman is among four countries globally that maintain trade agreements and economic partnerships with both the United States of America and the Republic of India, offering significant opportunities for international companies to establish manufacturing and export operations from Oman to global markets.

Regarding strengthening local content and developing national talents, His Excellency explained that OPAZ implemented 72 training and development initiatives, in addition to requiring pro-

OPAZ activated the national "Tajawob" platform and responded to 167 requests by the end of 2025

OPAZ continues to enhance the competitiveness of these zones and attract quality investments to support economic diversification efforts

jects to allocate 10% of contract value to small and medium enterprises (SMEs), which has enhanced SME participation in supply chains and strengthened their competitiveness.

He also announced the launch of the "Experiences" initiative, which aims to maximize the utilization of national expertise by establishing a comprehensive database of accumulated experience, particularly among retirees from both the public and private sectors. The initiative seeks to support development projects, transfer knowledge, and enhance institutional capabilities, and comes in implementation of the outcomes of the "Together Forward Forum" held under the patronage of His Highness Sayyid Theyazin bin Haitham Al Said, Deputy Prime Minister for Economic Affairs, reflecting a national approach to leveraging expertise as a key pillar of sustainable development.

His Excellency also expressed pride in the ratification of the Comprehensive Economic Partnership Agreement (CEPA) between the Sultanate of Oman and the Republic of India, describing it as a strategic step to enhance the competitiveness of the national economy, attract more quality investments, and open broader opportunities for Omani exports.

He also noted that OPAZ has achieved notable progress in improving its institutional performance, obtaining the ISO 9001:2025 Quality Management System certification, and achieving an advanced level of digital service maturity, reaching 28 out of 30 according to the 2025 Digital Transformation Measurement Index, reflecting OPAZ's commitment to adopting international best practices and enhancing the quality of services provided to investors.

Developing the Legislative Environment

For his part, HE Eng. Ahmed bin Hassan Al Dheeb, Deputy Chairman of the Public Authority for Special Economic Zones and Free Zones (OPAZ), explained that 2025 witnessed numerous achievements across the Authority's main focus areas, including planning and development, regulation and supervision, facilitation and aftercare services, investment promotion, operations acceleration, and institutional excellence.

He added that the year also saw further development of the legislative environment with the issuance of the Law of Special Economic Zones and Free Zones under Royal Decree No. (38/2025), which aimed to unify the legislative framework across the various zones and provide additional flexibility and incen-

tives for strategic projects, while introducing provisions regulating real estate development projects.

The year also witnessed the issuance of Royal Decree No. (87/2025) establishing the Special Economic Zone at Al Dhahirah (EZAD), and Royal Decree No. (88/2025) establishing the Al-Rawdah Special Economic Zone in Mahdha, Al Buraimi Governorate.

New Projects

He reviewed developments across the zones, noting that the Special Economic Zone at Al Dhahirah (EZAD) witnessed the commencement of construction works for the first phase, including the development of main roads and drainage channels, along with the signing of 11 agreements between the main contractor and SMEs valued at RO 5.7 million, with the completion rate reaching 14.9% by the end of last year.

He added that the Al-Rawdah Special Economic Zone witnessed the signing of a development and operation agreement with Mahdha Development Company to develop the first phase covering 14 square kilometers, with the site handed over to the developer and the master plan approved. OPAZ also issued a tender for the construction of drainage channels.

At the Muscat International Airport Free Zone, notable progress has been achieved in the construction of service buildings, gates, and security fencing, while 72% of the road and infrastructure networks project has been completed.

He also explained that the Special Economic Zone at Duqm (SEZAD) witnessed the award of consultancy services for preparing the detailed master plan for the coastal tourism zone covering 31 square kilometers, aimed at attracting further tourism investments and enhancing lifestyle in Duqm.

Targeting 500 Foreign Companies

Eng. Al Dheeb confirmed that during the past year OPAZ worked to increase foreign investment by engaging with more than 500 companies, targeting sectors such as pharmaceutical and food industries, sustainable construction, logistics and storage services, and renewable energy technologies and equipment.

He stated that OPAZ launched a Strategic Projects Tracking Platform to monitor project developments from the negotiation stage through the signing of usufruct agreements and the start of construction works. The number of projects registered on the platform reached 294 projects by the end of last year across sectors including renewable en-



ergy, petrochemicals, fisheries and food industries, metals, and other sectors.

Creating New Job Opportunities

Regarding employment, he confirmed that the zones supervised by OPAZ provided 4,467 job opportunities for Omanis during 2025, exceeding the annual target of 2,500 jobs. This brought the total number of Omanis working in Special Economic Zones, Free Zones, and Industrial Cities to 30,780 employees out of approximately 85,000 workers, with an Omanization rate of 36%. The number of SMEs operating in these zones reached 4,774 enterprises.

Launch of the Updated Version of the "OMAP" Platform

The meeting included the launch of the updated version of the "OMAP" platform, which represents the central reference for spatial data and structural plans for all Special Economic Zones, Free Zones, and Industrial Cities. The platform serves as a unified digital gateway that brings together the data of all zones under a single umbrella. It enables investors, government enti-

ties, and developers to access accurate and up-to-date information through interactive two- and three-dimensional maps, thereby enhancing the quality of decision-making and accelerating procedures related to investment projects.

Review of the "Rabt" Platform Project

The Public Establishment for Industrial Estates (Madayn) also reviewed the "Rabt" platform project, which is a smart data platform that brings together local suppliers and focuses on linking existing industries in industrial cities, Special Economic Zones, and Free Zones with government tenders. This is achieved by listing local industrial products and services within tender documents through linking them with the bill of quantities and government procurement processes,

OPAZ is the government entity responsible for supervising, regulating, and developing all Special Economic Zones, Free Zones, and Industrial Cities



giving them preference as priority products to be used, purchased, or supplied for projects. The platform also analyzes all products and services of companies operating in industrial cities in order to study them and link them with other companies and sectors.

One-Stop Shop Indicators

The Authority also indicated that the One-Stop Shop recorded notable achievements during 2025. The number of economic activity licenses reached 2,509 licenses, while 1,125 public service licenses and 2,605 commercial registrations were issued, reflecting the growing volume of services and the facilitation of procedures provided to beneficiaries. The number of environmental licenses reached 131, while 225 environmental permits were issued. In addition, 419 investor visas and 7,114 work permits were issued, alongside 284 building permits.

Environment and Natural Resources

The Authority stated that 2025 witnessed progress in the wind turbine project in the Special Economic Zone at Duqm, with a value of RO 70 million.

In its first phase, the project targets the production of several wind turbine components, while the second phase will focus on the manufacturing of wind turbine towers.

Meanwhile, Sohar Free Zone signed a project for the manufacturing and supply of high-efficiency solar cells and modules, with a targeted annual production capacity of 6 gigawatts of solar cells and 3 gigawatts of solar modules.

In addition, the area of the second and third phases of the ACME green hydrogen and green ammonia project, which was signed in 2025 in the Special Economic Zone at Duqm, amounts to 80 square kilometres. Each phase is expected to achieve an annual production of 71,000 tonnes of green hydrogen and 400 tonnes of green ammonia.

Regarding ongoing projects, the completion rate of the first phase of the ACME project has exceeded 50%, while construction works on the green steel plant of Jindal have surpassed 30%.

Governance of the Administrative System, Resources, and Projects

In 2025, the Authority achieved 75%

in the Institutional Excellence Assessment, recorded positive performance in 26 indicators, and ranked among the top 10 government entities in five key indicators.

The Authority also obtained the ISO 9001:2025 Quality Management System certification, as one of the outcomes of the Quality Management System project implemented across all administrative divisions of the Authority and the Special Economic Zone at Duqm.

In digital services, the Authority achieved 28% out of 30% in the Digital Transformation Measurement for 2025, as a result of documenting services, simplifying procedures, automating processes, and improving user experience. In addition, 25 internal and external services were developed and automated, covering operational, administrative, and digital services, which contributed to enhancing procedural efficiency and improving the beneficiary experience.

The Authority also activated the national "Tajawob" platform and interacted with 167 requests by the end of 2025, including 28 suggestions, 78 complaints, 46 inquiries, and 15 reports, with a record response time ranging between less than 10 minutes and two days.

A Successful Experience

The media meeting also featured a successful experience from Rusayl Industrial City, represented by the experience of Areej Vegetable Oils & Derivatives SAOG (AVOD).

It is worth noting that the Public Authority for Special Economic Zones and Free Zones (OPAZ) is the government entity responsible for the supervision, regulation, and development of all Special Economic Zones, Free Zones, and Industrial Cities in the Sultanate of Oman. It oversees an integrated system of investment zones that includes three Free Zones: Salalah Free Zone, SOHAR Freezone, and Al-Mazunah Free Zone, in addition to three Special Economic Zones: the Special Economic Zone at Duqm, the Economic Zone at Al Dhahirah (EZAD), and the Al-Rawdah Special Economic Zone, along with more than 15 industrial cities distributed across various governorates of the Sultanate of Oman.

The Authority works to enhance the competitiveness of these zones and attract qualitative investments to them, supporting economic diversification efforts and strengthening the position of the Sultanate of Oman as a regional hub for industry, logistics services, and investment, in line with the objectives of Oman Vision 2040.



H.E. Qais bin Mohammed Al Yousef

Chairman of the Public Authority for Special Economic Zones and Free Zones

Key Achievements and Indicators:



Continued Commitment: To further develop special economic zones, free zones, and industrial cities, reinforcing their role in supporting the national economy

Advanced Digital Services Maturity: Achieved a score of 28 out of 30 in the 2025 Digital Transformation Measurement

ISO 9001:2025 Certification: Obtaining the International Quality Management System certification strengthens institutional professionalism, credibility, and competitiveness locally and internationally

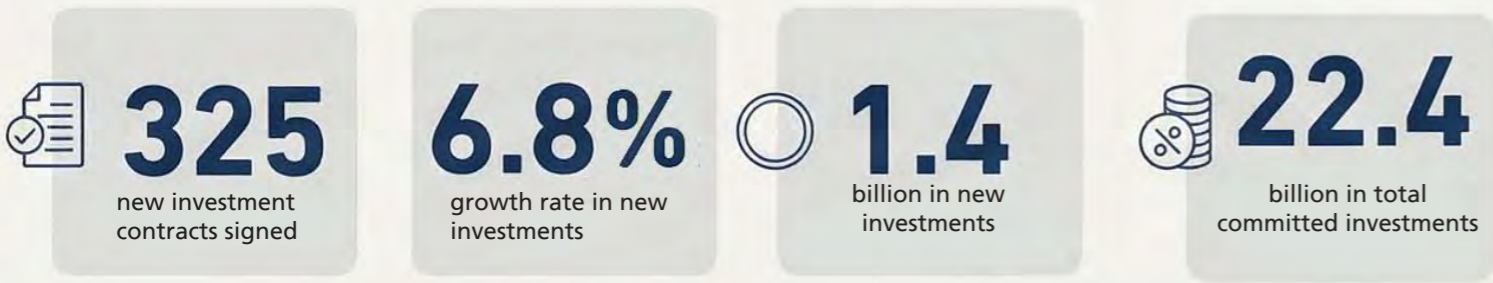
Establishing Specialized Economic Clusters: To enhance value-added manufacturing and logistics industries

Adopting a Community Partnership Approach: To develop special economic zones, free zones, and industrial cities

Launch of the "Khibraat" Initiative: An initiative aimed at identifying and leveraging national competencies, particularly retirees from both public and private sectors



In Numbers:



The Authority's Role Extends Beyond Land Leasing to Include:

- Creating an enabling investment environment
- Strengthening infrastructure
- Providing attractive incentives and benefits for investors
- Building an integrated ecosystem of economic clusters

Targeted Economic Clusters:

- The Integrated Cold Chain Economic Cluster in the Special Economic Zone at Duqm
- The Integrated Mining Economic Cluster in Shaleem
- The Integrated Aluminum Economic Cluster in Sohar Industrial City
- The Silica and Mining Industries Complex in the Special Economic Zone at Duqm

Enhancing Local Content and Employment Through:

- Strengthening SME participation within supply chains
- Implementation of 72 training and development initiatives
- Mandating that 10% of project value be allocated to SMEs

Launch of New Renewable Energy Projects:

- Sohar Free Zone:**
 - High-efficiency solar cell and module manufacturing and supply project
 - United Solar polysilicon production project for solar panel manufacturing
- Special Economic Zone at Duqm:**
 - Wind Turbine Project
 - Development of Phases II and III of the ACME Green Hydrogen Project

Comprehensive Economic Partnership Agreement with the Republic of India:

The Sultanate of Oman is among only four countries worldwide that have both Free Trade and Economic Partnership Agreements with the United States and India simultaneously

These two agreements represent a major opportunity for companies in Oman to leverage this strategic advantage





H.E. Eng. Ahmed bin Hassan Al Dheeb:
Vice Chairman of the Public Authority for Special Economic Zones and Free Zones



The total number of Omanis working in the Special Economic Zones, Free Zones, and Industrial Cities increased



Number of Omanis employed



Omanization rate

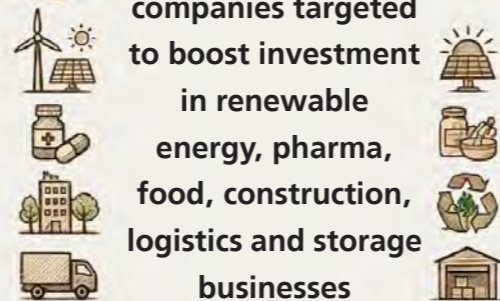
Launch of a project tracking platform to follow projects from the negotiation stage through the signing of usufruct agreements and the commencement of construction works, ensuring better project organization

Providing
4,467
job opportunities for Omanis and supporting 4,774 small and medium enterprises (SMEs)

294
projects were registered on the Strategic Projects Tracking Platform by the end of last year



500+
500+ foreign companies targeted to boost investment in renewable energy, pharma, food, construction, logistics and storage businesses



Integrated Growth... Investment That Creates Impact

Planning & Development: Progressing with Confidence

Al Dhahirah Special Economic Zone progress in construction works **14.87%**

600 solar panels installed



11 agreements signed with SMEs valued at 5.7 million



Savings: 25%



24.8 tons of emissions reduced monthly



Al Rawdah Special Economic Zone

Development of 11 km² covering sectors industrial | logistics



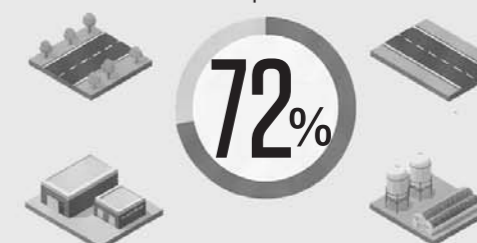
Execution plan approval

Advanced progress in customs buildings, gates, and the security perimeter

Muscat Airport Free Zone

Completion

72%



including road networks and essential utilities

New Industrial Cities



Objectives:

- Accommodating diverse industrial activities
- Expanding the local manufacturing base
- Creating employment opportunities

Tourism Masterplan in Duqm

3100 hectares

Enhancing the attraction of tourism investments

Supporting lifestyle and urban development





The Public Establishment for Industrial Estates "Madayn" Achievements in 2025



Private Sector Investments

- Private Sector Investments
- Committed investment volume: RO 251 million
- Cumulative investment: RO 7.812 billion
- Number of agreements signed: 239 agreements
- Number of investment requests processed: 411 requests



Investment Distribution:

- Industrial: RO 218.2 million / 148 agreements
- Commercial: RO 21.6 million / 43 agreements
- Logistics: RO 1.31 million / 17 agreements
- Other sectors: RO 10.16 million / 31 agreements



Private Sector Projects Under Implementation

- Investment projects under implementation: 5
- Multi-storey Parking Building – Knowledge Oasis Muscat: 5%
- Solar Power Farm – Sohar Industrial City (97 MW): 5%
- Central Building 7 – Knowledge Oasis Muscat: 30%
- UP Town Residential Area – Rusayl Industrial City: Under implementation
- Solar Power Farm – Knowledge Oasis Muscat (1.8 MW): 5%

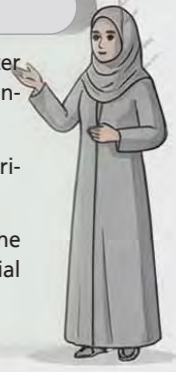


Projects Inaugurated

- Opening of Al-Ghaith Chemical Industries Complex at Sur Industrial City
- Opening of 9 factories under the "Ladayn" Programme at Sohar Industrial City
- Investment volume: RO 40 million

Infrastructure Development

- Completed Infrastructure Projects: 1
- Completed infrastructure projects: 5
- Rehabilitation of infrastructure and supporting services for phases (1–6) at Sohar Industrial City, including additional expansion facilities
- Design and construction of a wastewater treatment plant at Sur Industrial City
- Preparation of the development master plan for the residential city at Samail Industrial City
- Establishment of Madayn Entrepreneurial Complex at Nizwa Industrial City
- Detailed design and supervision of the construction of Madayn Entrepreneurial Complex at Mahas Industrial City



Infrastructure Projects Under Implementation

- Development of shipbuilding and ship maintenance zone at Sur Industrial City: 85%
- Al-Suwaik Industrial City: 2%
- Madha Industrial City: 2%
- Residential city master plan – Nizwa Industrial City: 10%
- Madayn Entrepreneurial Complex – Rusayl Industrial City: 2%
- Al-Mudhaybi Industrial City (Phase 1): 4%
- Rehabilitation of infrastructure and master plan of Al-Wadi Al-Kabir Industrial City: 85%
- Development of the master plan of Sur Industrial City: 85%
- Water pumping station and connection line for expansions of Raysut Industrial City: 5%

9 projects under implementation

One-Stop Station

Records and Licences

Existing commercial registrations: 1,717
Licences issued: 1,643 licences

Distribution of Licences

Industrial: 913
Commercial: 302
Service / Logistics: 244
Others: 184

Public Services

Lease contracts: 300 contracts
Lease contract cancellations: 180 contracts

Building Permits

Building permits issued: 206 permits



Environmental Affairs – Inspection and Monitoring

- Total field visits: 596 visits
- Routine visits: 421
- Surprise visits: 175
- Visit reports: 233 reports
- Compliant companies: 368 companies
- Non-compliant companies: 25 companies
- Complaints received: 16 complaints
- Recorded incidents: 5 incidents
- Investigations: 3
- Violations: 7
- Warnings: 21



Environmental Studies and Permits

- Number of projects in the area: 966 projects
- Renewed environmental permits: 33 permits
- Valid operating licences: 15 licences
- Environmental monitoring reports received and reviewed: 3 reports



H.E. Ibtisam Al-Farooji, Undersecretary for Investment Promotion, in an exclusive interview with **الدعم**

Signing of 14 investment projects worth RO 1.6 billion in 2025, with 6 localized in economic, free zones, and industrial cities



Economic zones, free zones, and industrial cities constitute ready investment platforms to attract high-quality investments, supported by advanced infrastructure and incentives that facilitate and accelerate project implementation

Muscat - **الدعم** :

H.E. Ibtisam bint Ahmed Al-Farooji, Undersecretary of the Ministry of Commerce, Industry and Investment Promotion for Investment Promotion, stated that 2025 witnessed the signing of a number of investment projects through the Invest Oman platform, in a step that reflects the role the platform plays in transforming investment interest into actual projects on the ground.

In an exclusive interview with **الدعم**, Her Excellency explained that during the year, 14 investment projects were signed with a total investment value of approximately RO 1.6 billion, reflecting the growing confidence in the investment environment offered by the Sultanate of Oman and its attractive advantages for investors.

She added that 6 of these projects were localized in economic zones, free zones, and industrial cities, highlighting the increasing importance of these areas as well-prepared investment platforms capable of attracting high-quality investments, supported by advanced infrastructure and regulatory and operational incentives that accelerate project implementation.

She noted that this distribution also underscores the pivotal role played by economic zones, free zones, and industrial cities in supporting economic diversification efforts and enhancing the added value of the national economy, emphasizing that these zones provide an attractive environment for investors seeking efficient execution and integrated logistics and industrial services.

Unifying Communication Channels with Investors

Regarding the transition from multiple entities and investment pathways to a unified national model under the Invest



Oman umbrella, H.E. Ibtisam Al-Farooji stated that this transformation represents a qualitative leap in Oman's investment landscape, contributing to the unification of communication channels

with investors within an integrated institutional framework that serves as a national gateway for strategic investments.

She pointed out that this model brings together various government and private entities concerned with investment under one ecosystem, facilitating the investor journey from initial inquiry, through evaluation and negotiation stages, to project implementation and expansion. This enhances institutional integration and improves coordination efficiency among relevant entities.

She added that investors have clearly experienced this transformation through faster procedures, greater clarity of requirements, improved service quality, simplified processes, and reduced administrative complexities, all of which have strengthened confidence in the investment environment, improved service delivery efficiency, and supported the attraction of high-quality investments that contribute to economic growth in Oman.

Integrated Ecosystem for Attracting Investments

H.E. the Undersecretary explained

The Invest Oman platform has served more than 3,500 investors since its launch, while the National Negotiation Team has successfully signed 8 investment projects valued at approximately RO 2.6 billion.

The platform has practically contributed to the localization of around 40 projects across various economic sectors.

Foreign Direct Investment (FDI) reached approximately USD 78.78 billion by the end of Q2 2025, reflecting a more mature investment attraction cycle.



that the Investment Promotion sector at the Ministry of Commerce, Industry and Investment Promotion oversees an integrated ecosystem that combines investment attraction efforts led by the Directorate General of Investment Promotion with the Invest Oman platform, contributing to unified efforts and enhanced institutional efficiency in attracting investments to Oman.

She noted that the work of this ecosystem begins with promoting investment opportunities and incentives offered by Oman across targeted markets and economic sectors, extending to managing the investor journey in an integrated manner. This includes presenting structured and ready-to-invest opportunities, assigning an Investor Relations Manager as a direct point of contact, and coordinating with supporting entities to facilitate procedures and streamline transactions.

She added that the National Negotiation Team is a key component of this ecosystem, playing a central role in high-value investment projects that require special incentives and advanced negotiation arrangements. This role has helped accelerate decision-making and efficiently and transparently convert investment opportunities into actual projects.

Her Excellency confirmed that the ecosystem has practically contributed to the localization of around 40 projects across various economic sectors, reflecting its effectiveness in transforming investment opportunities into on-the-ground projects that support economic diversification and growth in Oman.

Government Entities within the "Invest Oman" Ecosystem

She further explained that the Invest

Oman ecosystem includes representatives from 15 government entities, in addition to private sector partners, within an institutional approach aimed at enhancing integration among investment-related entities in Oman.

She added that this institutional integration enables investors to access various services and procedures through a single point of contact, reducing procedural complexities that previously required moving between multiple entities. The ecosystem also enables investors to complete project establishment stages and regulatory procedures within a unified framework, including obtaining licenses, fulfilling legal and regulatory requirements, and direct coordination with relevant authorities.

She noted that the ecosystem is supported by a complementary digital experience that allows clear and transpar-

ent tracking of procedures, alongside direct support from the Investor Relations team, which acts as a liaison with relevant entities. This has improved the investor experience by reducing processing time, enhancing clarity of requirements, and strengthening confidence in the efficiency of government procedures.

Foreign Direct Investment

Her Excellency stated that Foreign Direct Investment (FDI) in Oman reached approximately USD 78.78 billion by the end of the second quarter of 2025, reflecting a more mature phase in the investment attraction cycle, with a shift from focusing on inflow volume to enhancing economic value-added and strengthening the contribution of productive sectors.

She explained that this growth resulted from a package of economic and legislative reforms, in addition to the development of the institutional ecosystem supporting investment, including the role of the Investment and Commercial Court in enhancing legal confidence, the Golden Residency Programme offering stable residency for up to 10 years, and the support provided by the Invest Oman ecosystem in project implementation and addressing challenges faced by existing projects.

Promotion and attraction efforts have also contributed to expanding Oman's presence in global markets through participation in economic events and international business dialogues across more than 14 global markets, alongside media partnerships and digital presence that enhanced the reach of investment messages to the business community and decision-makers.

China, India, and Egypt top the list of investors in the Sultanate of Oman, supported by their industrial expertise and alignment with economic diversification priorities under Oman Vision 2040.

The Invest Oman ecosystem provides a clear digital experience alongside direct support through the Investor Relations team to streamline procedures.

During the period 2026-2028, Oman aims to attract quality investments to enhance economic diversification and sustainable growth in advanced industries, tourism, the digital economy, logistics, and food and pharmaceutical security sectors.



Top Investing Countries

Regarding the top investing countries in Oman, she stated that China, India, and Egypt lead the list, noting that these investments reflect the depth of economic relations between Oman and these countries, as well as their industrial and investment expertise aligned with economic diversification priorities under Oman Vision 2040.

She emphasized that the presence of these countries reflects shared industrial and commercial value chains, particularly in manufacturing, energy, logistics, and industrial technologies, thereby enhancing economic integration and supporting the growth of high-quality investments.

She added that Oman adopts an open economic approach to diversifying global investment partnerships, based on economic diplomacy that strengthens its position as a trusted partner in international markets, whether in Arab countries or Asian, European, and North American markets.

Strengthening International Presence

She also noted that activating the Omani Commercial Office in the United States represents a strategic step to strengthen Oman's economic presence in one of the world's largest economies. She explained that the office contributes to promoting investment opportunities and building direct relationships with major companies, investment funds, and financial institutions, in addition to supporting engagement with the Amer-

ican business community and enhancing channels of trade cooperation.

The activation of the office is expected to attract high-quality investments in high value-added sectors, including advanced technologies, manufacturing, the digital economy, renewable energy, and logistics services, thereby strengthening Oman's position on the global investment map and expanding its base of international partnerships supporting economic diversification.

Ready Investment Opportunities

Her Excellency explained that Oman has structured and published 30 ready-to-invest opportunities across multiple

The industrial sector leads investments in Oman, with a focus on value chains and economic transformation, followed by the food security sector to enhance self-sufficiency and develop advanced agricultural and food industries.

Oman has launched 30 ready-to-invest opportunities across multiple sectors, including manufacturing, renewable energy, the digital economy, and logistics services, to facilitate investment decisions and attract new investments.

economic sectors, following the completion of initial studies and allocation of required land, enabling investors to make decisions based on clarity and project readiness. These sectors include manufacturing, renewable energy, the digital economy, and logistics services, in support of Oman's economic diversification objectives.

Key Sectors Attracting New Investments

Regarding the sectors that captured the largest share of new investments over the past two years, H.E. Ibtisam Al-Farooji stated that the industrial sector accounted for the largest share, driven by a focus on strengthening industrial value chains and localizing industries linked to economic transformation, including manufacturing and industries related to energy and advanced technologies.

The food security sector ranked second in terms of investment volume, given the importance of enhancing self-sufficiency, developing food supply chains, and leveraging Oman's natural resources and geographical location to develop advanced agricultural and food industries.

Fast-Track Procedures for Priority Projects

Her Excellency noted that more than 55 projects have benefited from the fast-track pathway dedicated to priority projects, spanning various sectors including tourism, energy, health, industry, and several other vital sectors. She pointed



out that this pathway has contributed to reducing the time required to complete procedures compared to the previous situation, enabling investors to move from the idea stage to implementation with greater efficiency and clarity.

Ready Investment Opportunities

Regarding ready investment opportunities, Her Excellency stated that the Invest Oman digital platform currently includes 49 investment opportunities across multiple sectors, prepared according to unified standards, including the completion of preliminary studies, land allocation, and the preparation of project profiles.

In the renewable energy and green industries sector, two investment projects have been localized, in addition to a number of industrial projects related to solar panel manufacturing. This reflects the direction toward building local value chains that support the transition to clean energy and strengthen the green economy.

Number of Investors and the National Negotiation Team

Her Excellency indicated that the Invest Oman ecosystem has served more than 3,500 investors from around the world since its launch. Meanwhile, the National Negotiation Team has successfully signed 8 investment projects with a total value of approximately RO 2.6 billion, underscoring the pivotal role of the ecosystem in facilitating the investor journey and transforming investment op-

portunities into projects on the ground.

Development of Omani Exports and Growth of National Products

The Undersecretary for Investment Promotion also highlighted the development of Omani exports, noting that economic indicators point to a significant growth in non-oil exports, which reached approximately RO 6.7 billion in 2025. This reflects the expansion of the national industrial base and its competitiveness in global markets, contributing to economic diversification and reducing reliance on oil revenues.

She emphasized that enhancing the presence of Omani products in interna-

More than 55 projects in tourism, energy, health, and industry sectors have benefited from the fast-track pathway for priority projects.

Non-oil exports increased to approximately RO 6.7 billion in 2025, reflecting the expansion and global competitiveness of national industries.

The Invest Oman digital platform currently features 49 multi-sector investment opportunities, prepared according to unified standards.

ional markets requires improving quality and production standards, investing in innovation and modern technologies, and expanding trade partnerships while opening up to new markets, thereby strengthening the position of Omani products within global supply chains.

Future Objectives

Regarding future objectives, Her Excellency revealed that the Sultanate of Oman aims during the period 2026–2028 to attract more high-quality investments to enhance economic diversification and achieve sustainable growth. The focus will be on advanced and complex manufacturing industries, integrated tourism, the digital economy, logistics, as well as food and pharmaceutical security, in order to direct investments toward sectors with direct economic impact and create new job opportunities.

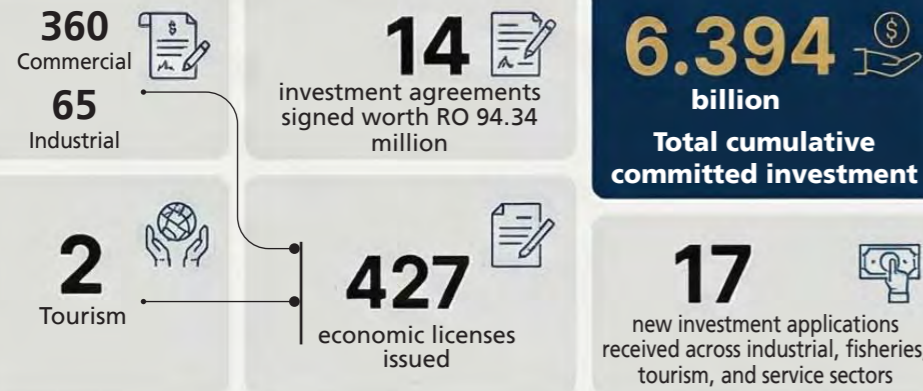
Invest Oman Message to Investors

Her Excellency Ibtisam bint Ahmed Al-Farooji, Undersecretary of the Ministry of Commerce, Industry and Investment Promotion for Investment Promotion, concluded by emphasizing that the message of the Invest Oman ecosystem to regional and international investors centers on delivering an integrated investment experience based on stability, trust, and long-term partnership. This is supported by promising opportunities across multiple sectors and advanced infrastructure, enhancing investment value and contributing to achieving the objectives of Oman Vision 2040.

Key Achievements of the Special Economic Zone at Duqm (SEZAD) – 2025



Investments and Business Environment



One-Stop Shop – Streamlining Procedures



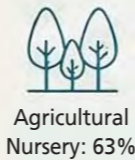
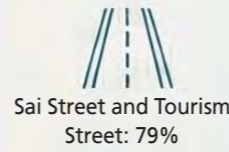
Trade exchange via Port of Duqm until October 2025



Aviation Indicators



Ongoing Infrastructure Projects



completion of Phase 1 of National Road (NR32)



completion of the Community Facilities Lifestyle Project



completion of the dualization of Sultan Said bin Taimur Road (Southern)

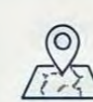


completion of Phase 2 of National Road (NR32)



completion of roads in the Light and Medium Industries Area

Infrastructure Development



- Completion of 13 km internal road network in the Commercial District, connected to 9 external links and 7 signalized intersections
- Completion of road works across 1.08 km², including stormwater drainage and sewage networks



Opening and dualization of strategic roads linking:

- City Center with Duqm Airport
- Duqm Refinery and heavy industries projects
- Ras Markaz Oil Storage Terminal and clean energy projects
- Completion of internal roads in the new Sai Commercial District
- Commencement of the dual coastal road in the tourism area to connect it with the Duqm Fishing Port and the Fisheries and Food Industries Complex
- Development and maintenance of public parks covering 13,000 m²
- Implementation of tree planting works, irrigation system maintenance, and urban landscape improvements along main streets



Key Private Sector Projects



Maysan Square Duqm:

- Phase 1: 57.8%
- Phase 2: 20%



Jindal Duqm Green Steel Project:

- Steel plant: 26.9%
- Export jetty: 34.4%



ACME Green Hydrogen and Green Ammonia Project:

- Completion rate: 50%
- Future production capacity reaching 3,300 metric tons per day



Mawarid Turbine Wind Turbine Manufacturing Project:

- Investment exceeding RO 70 million
- Annual production of 100 turbines (800–1000 MW).
- Expected commercial operation: 2026–2027

(OPAZ) Launches the "Experiences" Initiative to Maximise Utilisation of National Competencies from Retirees

"Experiences" Initiative Maximising Utilisation of National Competencies from Retirees

The launch of the initiative comes in implementation of the outcomes of the "Together Forward" Forum



Objectives:

- Transforming national expertise into added value
- Supporting development initiatives in the zones
- Enhancing performance efficiency in projects and initiatives related to the special economic zones, free zones, and industrial cities
- Attracting competencies and benefiting from them in a manner that serves work requirements and enhances efficiency
- Maximising utilisation of national competencies
- Sustaining institutional knowledge and strengthening integration between professional generations
- Establishing an integrated database of national competencies

To register, please visit the Authority's website and enter the required information at: opaz.gov.om/experiences and attach a copy of the CV.

Muscat - المصم :

The Public Authority for Special Economic Zones and Free Zones (OPAZ) has launched the "Experiences" initiative as part of its orientation towards maximising the utilisation of national competencies, particularly retirees from the public and private sectors, in developing the Authority's work and the special economic, free, and industrial zones. The initiative includes the establishment of an integrated database of national competencies aimed at attracting expertise and benefiting from it in a manner that serves relevant work needs and enhances efficiency. The "Experiences" initiative stems from the discussions and recommendations presented during the "Together Forward" Forum, which emphasised the importance of creating an organised mechanism to catalogue national expertise across various specialisations and benefit from their accumulated experience in consultancy, project management, train-

ing, and knowledge transfer, thereby supporting development initiatives in the special economic zones, free zones, and industrial cities.

The initiative aims to build a database that includes academic qualifications, professional experience, and areas of specialisation, enabling the Authority and the administrations of the zones under its supervision to draw upon national com-

The initiative translates the outcomes of the "Together Forward" Forum and represents a practical step towards transforming national expertise into added value that supports the path of economic development.

Establishing a database of national competencies to enable the Authority and the administrations of the zones under its supervision to benefit from them according to specific needs.

petencies based on specific requirements. This contributes to sustaining institutional knowledge and strengthening integration between professional generations.

The Authority invited those wishing to join the initiative to complete the designated form for registering professional and academic data by visiting the official website of the Public Authority for Special Economic Zones and Free Zones, entering the required information, and attaching a copy of the CV. The required data include: full name, contact number, email address, civil ID number, academic qualifications and specialisation, previous experience, and fields of work.

The Authority affirmed that the "Experiences" initiative represents a practical step towards transforming national expertise into added value that supports the path of economic development and enhances performance efficiency across various projects and initiatives related to the special economic zones, free zones, and industrial cities.

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RO 12.4 million Financing Agreement Signed for Internal Roads Project at the Special Economic Zone at Duqm

Muscat - **الدقم** :

The Sultanate of Oman has signed a financing agreement with the Kuwait Fund for Arab Economic Development to contribute to financing the implementation of Phase II of the Internal Roads Project at the Special Economic Zone at Duqm.

The agreement was signed on behalf of the Government of the Sultanate of Oman by H.E. Sultan bin Salem Al Habsi, Minister of Finance, and on behalf of the Kuwait Fund by H.E. Waleed Shamlan Al-Bahar, Acting Director General of the Kuwait Fund for Arab Economic Development.

The project aims to support economic and social development efforts at the Special Economic Zone at Duqm, develop residential masterplans, and provide associated facilities and amenities that will facilitate traffic movement within the plots allocated to citizens in the Zone. The project includes the development of the main and secondary road network through paving internal roads in the First and Second Residential Areas and the Industrial Area.

The project also includes associated infrastructure works, including stormwater drainage systems, road safety installations, consultancy services, and the relocation of existing utilities.

The implementation of this project comes within the framework of strengthening the transport system in the Special Economic Zone at Duqm, ensuring smooth movement between residential and industrial areas, and creating an advanced urban environment that keeps pace with the Zone's accelerating economic growth, in line with the strategic orientations of Oman Vision 2040.

H.E. Eng. Ahmed bin Hassan Al Dheeb, Deputy Chairman of the Public Authority for Special Economic Zones and Free Zones, affirmed that the agreement relates to financing Phase II of the Internal Roads Project in the Commercial District at Sai, noting that the Authority has completed all project components in terms of preparing designs and tender procedures, and that the technical evaluation and analysis of submitted bids are currently underway.

For his part, H.E. Waleed Shamlan Al-Bahar, Acting Director General of the Kuwait Fund for Arab Economic Development, stated that the financing value for implementing Phase II of the Internal Roads Project at the Special Economic Zone at Duqm amounted to approximately RO 12.4 million.

The signing ceremony was attended by H.E. Qais bin Mohammed Al Yousef, Chairman of the Public Authority for Special Economic Zones and Free Zones (OPAZ).



Signing of Usufruct Agreements to Establish a Wind Turbine Factory in the Special Economic Zone at Duqm

Muscat - **الدقم** :

The Public Authority for Special Economic Zones and Free Zones (OPAZ) and Mawarid Turbine Company signed three usufruct agreements to establish a wind turbine manufacturing plant in the Special Economic Zone at Duqm (SEZAD), in addition to two agreements for the installation of six wind turbines to generate clean energy to power the factory.

The agreements were signed on behalf of OPAZ by His Excellency Eng. Qais bin Mohammed Al Yousef, Chairman of the Authority, and on behalf of Mawarid Turbine by Mustafa bin Mohammed Al Hinai, Chief Executive Officer of the company.

Under the usufruct agreements, Mawarid Turbine obtained three plots of land: the first for the establishment of a wind turbine manufacturing and assembly plant; the second for the installation of a single wind turbine; and under the third agreement, the company obtained land on a usufruct basis to install five wind turbines. The company also plans to sign additional agreements in the future to reserve further land areas for future purposes.

The project aims to localise the wind turbine industry in the Sultanate of Oman in parallel with the objectives of Oman Vision 2040 in the field of green energy. The factory's production capacity is expected to range between 800 and 1,000 megawatts. The company is currently finalising the initial concept for a battery production project to be used in energy storage systems.

During the first phase, valued at approximately RO 70 million (USD 182 million), a number of wind turbine components and blades will be produced. In the second phase, the project will move towards manufacturing wind turbine towers, with the establishment of a specialised factory for tower production and other elements within the value chain, as part of integration with local institutions.

Eng. Ahmed bin Ali Akkaak, Chief Executive Officer of the Special Economic Zone at Duqm (SEZAD), stated that SEZAD enjoys numerous success factors for clean energy projects, including the availability of wind and solar energy throughout the year, as well as the land required for such projects. He noted that the zone's strategy (2025-2030) focuses on positioning Duqm as the preferred destination for renewable energy and future industries, with the zone's management working to attract projects that support this direction.

Three Industrial Projects Commence Operations at Salalah Free Zone with Investments Exceeding RO 5 Million

Salalah - **الدقم** :

The Salalah Free Zone has announced the commencement of actual operations of three new industrial projects with total investments exceeding RO 5 million, following the completion of their trial operations phase during 2025 and their transition into the commercial production stage.

The projects that began actual operations include a tissue paper manufacturing plant operating within a ready-built industrial unit covering an area exceeding 11,000 square metres, with an investment surpassing RO 3.8 million, aimed at meeting demand in local and regional markets and supporting manufacturing industries.

Actual operations also commenced for

an industrial oils and lubricants recycling project established on an area exceeding 10,000 square metres, with an investment of approximately RO 770,000, reinforcing sustainable industry trends and the circular economy.

In the environmental industries sector, operations also began at a waste tyre recycling plant established on an area exceeding 8,000 square metres, with an investment of approximately RO 500,000, contributing to the treatment of industrial waste and mitigating its environmental impact.

Dr Ali bin Mohammed Tabouk, Chief Executive Officer of the Salalah Free Zone, stated that the transition of these projects into actual operations reflects progress in implementing industrial investments and

transforming them into productive capacities, thereby supporting value added to the national economy and aligning with the objectives of Oman Vision 2040 in manufacturing and economic diversification.

He affirmed that the Salalah Free Zone continues to play its role in attracting industrial investments and providing a stimulating business environment that contributes to strengthening supply chains and enhancing the competitiveness of the Sultanate of Oman regionally and internationally.

It is worth noting that the Salalah Free Zone has attracted investments from 20 countries, reflecting growing confidence in the business environment in Dhofar Governorate and reinforcing its position as one of the region's leading industrial and logistics destinations.



RO 15 million investment to establish pharmaceutical manufacturing plant at Medicine City in Khazaen

Barka - **الدقم** :

Khazaen Economic City has signed an investment agreement with Gulf Pharmaceutical Industries and Medical Devices Corporation LLC (GPIMC) to establish a pharmaceutical manufacturing plant at Medicine City in Khazaen, covering an estimated area of (10,000) square metres, with an investment cost of approximately RO 15 million in the first phase.

The project includes the establishment of integrated production lines and supporting facilities, including laboratories, warehouses, and quality control areas, contributing to strengthening the Sultanate of Oman's position as an attractive investment destination for pharmaceutical industries.

The agreement was signed by Eng. Salim bin Sulaiman Al Thuhli, Chief Executive Officer of Khazaen Economic City, and Dr. Mudar Al Yans, General Manager and Chairman of Gulf Pharmaceutical Industries and Medical Devices Corporation LLC (GPIMC), in the presence of HE Dr Ahmed bin Salim Al Mandhari, Undersecretary of the Ministry of Health for Planning and Health Regulation.



Eng. Salim bin Sulaiman Al Thuhli stated that the establishment of an integrated pharmaceutical manufacturing plant at Medicine City in Khazaen represents one of the qualitative industrial projects in the pharmaceutical sector. The plant aims to produce a wide range of human medicines in accordance with the highest approved standards, meeting the needs of the local market and supporting industrial localisation plans within the healthcare sector.

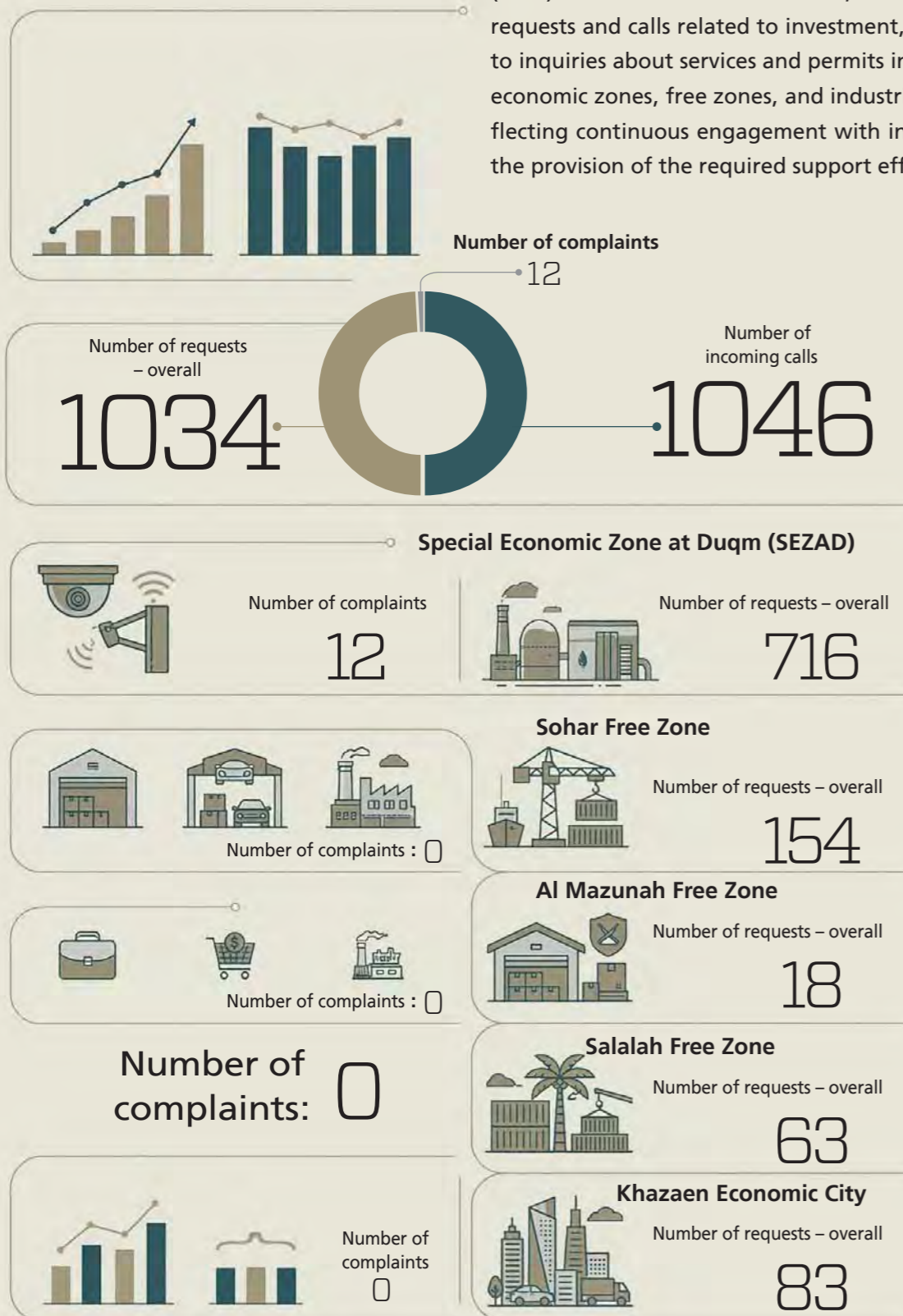
He added that, in its first phase, the plant will manufacture injectables, solid dosage forms including conventional and coated

tablets and gelatin capsules, in addition to liquid dosage forms such as syrups, suspensions, nasal sprays, as well as powders and granules including sachets, and semi-solid dosage forms such as topical creams and ointments.

He further noted that the project will also include the production of specialised products, including cephalosporin antibiotics in powder form for injection, alongside a fully integrated packaging and labelling division covering primary and secondary packaging in accordance with regulatory requirements approved by the Ministry of Health.

Contact Center Indicators of the Public Authority for Special Economic Zones and Free Zones (OPAZ) for 2025

During 2025, the Contact Center (1919) handled (1046) local and international calls, including (1034) requests and calls related to investment, in addition to inquiries about services and permits in the special economic zones, free zones, and industrial cities, reflecting continuous engagement with investors and the provision of the required support efficiently.



1919 Contact Center



Mahmoud Said Al Aufi
Economic journalist

New Regulatory Powers Enhance the Investment Environment

Investment in special economic zones, free zones, and industrial cities in the Sultanate of Oman has witnessed rapid development in recent years, driven by a strategic vision aimed at diversifying the national economy and strengthening its competitiveness at both regional and international levels. The issuance of the regulation of the Public Authority for Special Economic Zones and Free Zones under Royal Decree No. 39/2026 represents an important institutional step in the development of these zones and in strengthening their capacity to attract quality investments, by granting the Authority broader regulatory and administrative powers that contribute to creating a more flexible and efficient investment environment.

The success of any economic zone in attracting investment is closely linked to the clarity of the legislative and regulatory framework governing its operations, and its ability to keep pace with modern investment requirements. In this context, the new regulation affirms that among the Authority's objectives are organizing, developing, and qualifying the areas under its supervision and enhancing their competitiveness according to the highest international standards, in addition to establishing legislative and regulatory frameworks that provide an appropriate environment for advancing the economic sectors and activities hosted within these zones.

This approach reflects a growing recognition of the importance of institutions capable of managing economic zones through a modern methodology based on strategic planning and the integration of roles among different entities, ensuring the provision of a stable and clearly defined business environment for investors. Clear and stable regulatory policies are among the most important factors that enhance investor confidence and encourage them to direct their capital toward productive and service sectors.

One of the key factors enhancing the attractiveness of investment in these zones is the presence of a flexible legislative framework that grants the Authority and its Board of Directors broad powers to formulate general policies, approve regulations governing economic activities, and organize procedures for issuing approvals, licenses, and permits required to conduct business. In addition, the One-Stop Shop system contributes to simplifying procedures and accelerating the completion of transactions related to company establishment, project registration, and the issuance of the required certificates and approvals, thereby reducing administrative complexities and providing a more efficient environment for starting and developing businesses.

Granting the Authority flexible powers in allocating investment land within the economic zones also represents an important factor in enhancing investment attractiveness. State-owned land may be allocated through lease or usufruct rights according to rules determined by the Board of Directors, providing investors with various options that suit the nature of their projects and the scale

of their investments. This flexibility comes within the framework of an approach aimed at facilitating project establishment and accelerating their implementation within the economic zones.

In the same context, the regulation places particular emphasis on organizing the business environment and ensuring its sustainability by establishing rules related to environmental protection, waste management, pollution control, and the conservation of natural resources within the economic zones, in coordination with the relevant authorities. The regulation also addresses aspects related to the labor market within these zones, including issuing permits for non-Omani workers and regulating labor mobility between companies operating within them, thereby providing a level of operational flexibility required by investment projects.

A notable aspect of the new regulation is its focus on enhancing integration between special economic zones, free zones, and industrial cities, contributing to the development of an integrated economic system capable of maximizing the added value to the national economy. Industrial cities provide a production base for factories, while free zones offer logistical and commercial facilities that support export and re-export activities. Meanwhile, special economic zones represent integrated platforms combining industrial, service, and logistical activities. This integration enhances Oman's ability to attract global value chains and transform into a regional hub for trade, industry, and logistics services.

The Authority's role is not limited to the regulatory aspect alone; it also extends to promoting the Sultanate of Oman as a regional and global investment destination in economic zones, in addition to contributing to the achievement of national development plans and strategies. This role reflects the Authority's transformation into a key partner in the economic development process by attracting quality investments that contribute to job creation and the transfer of knowledge and technology.

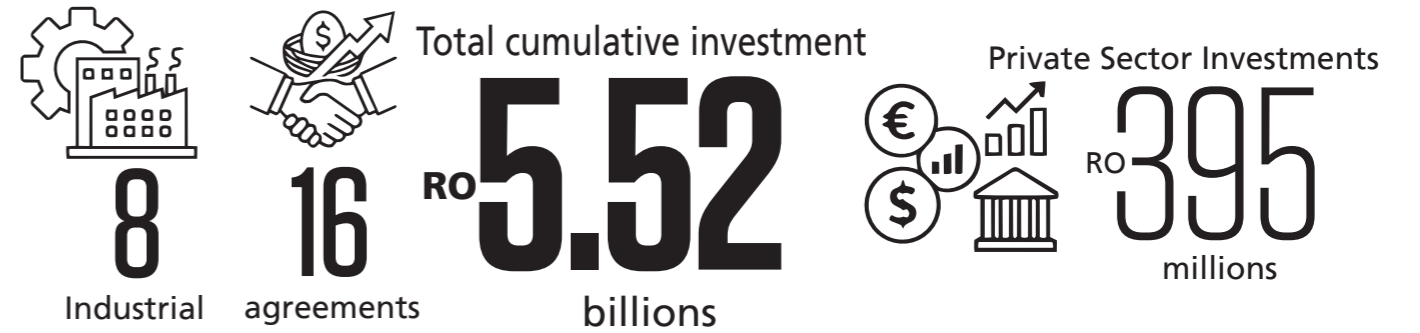
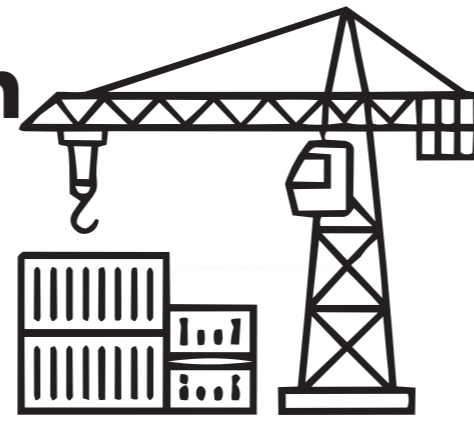
Granting the Public Authority for Special Economic Zones and Free Zones broader powers under Royal Decree No. 39/2026 reflects a clear direction toward strengthening governance and administrative flexibility in managing these zones. It also enables the Authority to make more effective strategic decisions in the fields of planning, regulation, service development, and infrastructure enhancement, thereby strengthening the attractiveness of the investment environment in the Sultanate of Oman.

With the continued development of legislative and institutional frameworks, the integration of roles among government entities, and the activation of investment promotion tools, the special economic zones, free zones, and industrial cities in Oman appear well positioned to become among the most important platforms for attracting investment in the region, contributing to the achievement of economic diversification goals and the building of a more sustainable and competitive economy.

The new regulation affirms that among the Authority's objectives is the regulation, development, and qualification of the areas under its supervision and enhancing their competitiveness according to the highest international standards.

Achievements of Salalah Free Zone in 2025

The value of additional committed investment by the private sector in the Free Zone reached RO 395 million by the end of December 2025, through 16 agreements, including 8 industrial agreements, bringing the total cumulative investment to RO 5.52 billion.

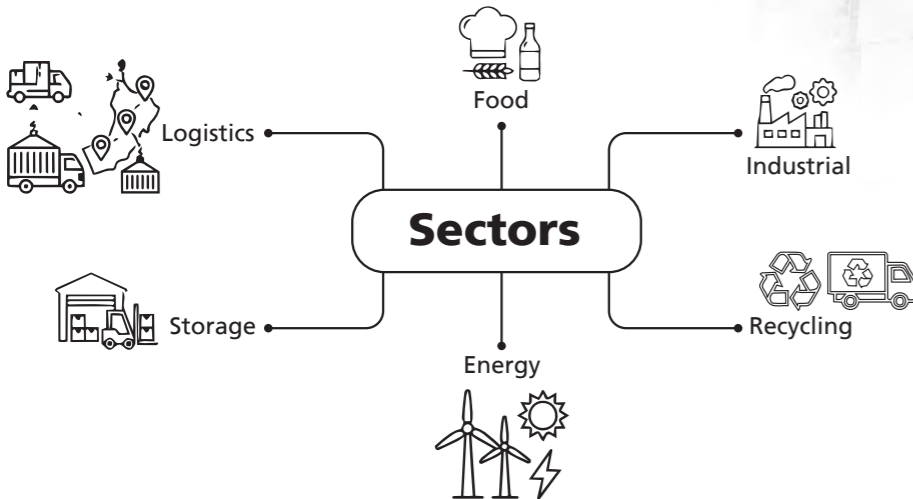


Projects Under Implementation

- Total ongoing projects: 19 projects
- Projects that started production: 3 projects
- Projects with 100% completion: 2 projects
- Highest completion rate: 95%
- Lowest completion rate: 10%
- Cancelled project: 1 project

Completed Investment Projects

Number of completed projects: 11 projects



Trade Exchange through the Port of Salalah



Visas and Work Permits

- Investor visas: 159
- Work permits: 729
- Total: 888

Building Permits

- Total permits: 08
- Industrial: 05
- Logistics/Warehousing: 02
- Utility services: 01

One-Stop Station

Registrations and Licenses

Total commercial registrations: 154

- Registration updates: 105
- New registrations: 44
- Registration renewals: 5

Investment Requests

16

- Commercial: 2
- Industrial: 8
- Logistics/Warehousing: 6

Public Services:

Lease contracts: 16

Lease Cancellations: 4

Business activity licenses: 270

Environmental Affairs

Inspection and Compliance

Total field visits: 93

- Routine visits: 55
- Surprise visits: 29
- Joint visits: 6
- Reports issued: 26
- Compliant companies: 24
- Non-compliant companies: 4
- Eco-programs & initiatives: 4

Infrastructure Development

- Number of completed projects: 1
- Road length implemented: 650 meters
- Number of lanes: One lane in each direction
- Width of each lane: 3.65 meters
- Number of wadi crossing cells: 4 cells
- Completion rate: 100%

Projects Under Implementation

- Number of ongoing projects: 1
- Road length: 1.83 km
- Number of lanes: Two lanes in each direction
- Lane width: 3.65 meters
- Completion rate: 36%
- Implementation status: Completion of approvals and opening of financial bids

Projects Enter Operational Phase with Investments Exceeding RO 935 Million at the Beginning of 2026, and RO 1.4 Billion Annually in Committed Investments Since the Beginning of 2025

Manufacturing Industries Continue to Grow with Strategic Investments that Strengthen Supply Chains and Global Competitiveness



Muscat - :

The Public Authority for Special Economic Zones and Free Zones continues its intensive efforts, in cooperation with zone operators, to consolidate the Sultanate of Oman's position as a regional industrial and logistics hub by attracting and developing a package of high-quality manufacturing industrial projects that have entered the actual operational phase in a number of economic and free zones, with investments exceeding RO 935 million. This reflects the growing confidence in the Omani investment environment and its ability to attract advanced industries with high added value, in line with the objectives of economic diversification and enhancing the competitiveness of the national economy.

These projects include the Polysilicon Plant in Sohar, with investments amounting to RO 615 million, which represents a strategic addition to the renewable energy sector, as it contributes to localizing advanced technologies and integrating the Sultanate of Oman into global solar energy supply chains, in addition to providing more than 1,000 job opportunities. Work is also underway on the development of the first integrated marine tug in Duqm, a



Dr. Said bin Khalifa Al Quraini: Investment indicators reflect the rapid growth of the manufacturing sector in the economic zones, free zones and industrial cities, as the number of agreements signed in this sector during the past year reached 212 agreements, representing 97% of the total localized investments for 2025.

qualitative project that supports the localization of marine industries and enhances local content by up to 50%, contributing to building national capabilities and increasing the competitiveness of the maritime sector.

In the same context, an integrated industrial complex for packaging is being implemented in Sohar with investments exceeding RO 192 million, providing around 700 job opportunities, while supporting non-oil exports and enhancing the added value of national products. A specialty chemicals plant is also being developed in Salalah with investments exceeding RO 38 million, which enhances export opportunities and supports pharmaceutical and agricultural industries, while contributing to strengthening industrial and pharmaceutical security.

New Industrial Projects

Entering the Operational Phase

The Salalah Free Zone has witnessed the entry of several new industrial projects into the operational phase with investments exceeding RO 5 million, which has contributed to raising the total cumulative investments in the zone to more than RO 5.5 billion by the end of 2025. Among the most prominent of these projects is the

Paper Industries Project, with investments amounting to RO 88 million, which supports local supply chains, contributes to import substitution, and enhances the diversification of the industrial base. In addition, the Industrial Oils and Greases Recycling Project and the Tire Recycling Project enhance the concepts of the circular economy and environmental sustainability, while supporting the development of green industries and increasing the added value of the industrial sector.

Industrial Projects and the Authority's Direction

Dr. Said bin Khalifa Al Quraini, Director General of the Investment Development Sector at the Authority, stated that these industrial projects represent a practical translation of the Authority's direction towards attracting high-value industrial investments, and reflect the success of the efforts made to create a competitive and integrated investment environment based on advanced infrastructure and attractive investment incentives. He emphasized the Authority's focus on attracting industries related to advanced technologies, renewable energy, and the green economy, in line with national objectives aimed at economic diversification.

He explained that investment indicators reflect the rapid growth of the manufacturing sector in the economic zones, free zones and industrial cities, as the number of agreements signed in this sector during the past year reached 212 agreements, with total investments amounting to RO 1.39 billion, while the sector accounts for 97% of



Manufacturing industries represent a strategic pillar for enhancing economic diversification and localizing industrial knowledge

The Authority is moving towards building an integrated industrial ecosystem based on advanced technologies and the green economy

the total localized investments for 2025.

Foreign Investment in the Manufacturing Sector

He pointed out that the volume of foreign investment in the manufacturing sector across the economic zones, free zones, and industrial cities reached RO 2.75 billion in 2025, representing approximately 60% of the total foreign investment in the manufacturing sector in the Sultanate of Oman.

This reflects the pivotal role of these zones in attracting international investments and strengthening industrial integration.

Specialized Economic Clusters

Al Quraini affirmed that the Public Authority for Special Economic Zones and Free Zones (OPAZ) continues to develop an integrated industrial ecosystem based on the establishment of specialized economic clusters, aimed at attracting high-quality investments and enhancing industrial integration.

These clusters include: the Silica and Mining Industries Cluster in the Special Economic Zone at Duqm (SEZAD), the Integrated Mining Economic Cluster in Shaleem, the Integrated Aluminium Economic Cluster in Sohar Industrial City, in addition to the Integrated Cold Chain Economic Cluster in the Special Economic Zone at Duqm (SEZAD).

These clusters constitute key pillars for achieving value addition and creating an advanced investment environment, supported by modern infrastructure and attractive incentives, reflecting the Authority's commitment to supporting industries related to advanced technologies, renewable energy, and the green economy.

Investment indicators also reflect the success of the Authority's efforts in attracting local and international investments, contributing to enhancing the Sultanate of Oman's competitiveness at both the regional and international levels, and reinforcing its position as a developed industrial and logistics hub that supports economic diversification and sustainable development.



Achievements of the Sohar Free Zone in 2025

Investment



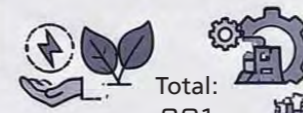
Total cumulative investment:
RO **1.689**
billion



Investment added in 2025:
RO **371**
million
7 industrial agreements



Investment requests:
Total:
301



Industrial:
276
Clean energy:
25



Investment

Completed projects: 1 project

Development of the Customs Inspection Services Building
Completion rate: 100%
Status: Delivered and under trial operation



Projects under implementation: 1 project
Development of Sohar Free Zone (Phase Two)
Completion rate: 75%
Key works: Road survey + protection channel

Private Sector Projects

Completed projects

- Number of projects: 4
- Completion rate: 100%

Projects under implementation

- Number of projects: 34 projects



- Highest completion rates: 6 projects at 99%
- Lowest completion rate: 1%



Strategic Projects



Polysilicon Factory
Investment: RO 615 million
Sector: Renewable Energy



Solar Cells and Solar Panels Factory (JA Solar)



Investment:
217.3 million RO
Area:
32.5 hectares



Production capacity:
6 GW solar cells
3 GW solar modules

One-Stop Station



Commercial registrations
Total: 133 registrations
New: 68
Update: 53
Renewal: 12



Activity licenses
Commercial licenses:
87

Building permits
10



Work permits and visas
Work permits:
3,056

Total: 3,179



Investor visas:
123

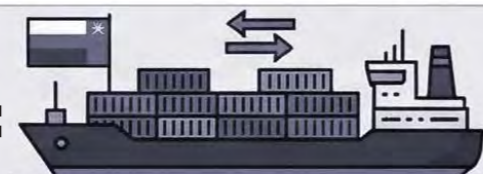


Trade Exchange – Sohar Port

Re-exports: RO
84.7
million

Imports: RO
6.12
billions

Exports: RO
2.54
billions



Environmental Affairs – Inspection and Compliance



Field visits: 176
Compliant companies: 120
Non-compliant companies: 5
Environmental and health incidents: 13



Violations: 1
Warnings: 12



Environmental permits:
Projects in the zone: 177
New environmental permits: 7
Renewed permits: 5
Environmental monitoring reports: 2

Implementation of the Textile Art Training Program in Al Dhahirah Governorate



Al Dhahirah - **الدقم** :

The Public Authority for Special Economic Zones and Free Zones (OPAZ) implemented a specialized training program in the craft of weaving in Al Dhahirah Governorate, considering it one of the pillars of national identity and a promising economic resource, with the participation of 12 trainees. The program aims to empower women economically and socially and to reintroduce this craft with a renewed vision that combines authenticity and innovation. The program also confirms that Omani weaving is no longer merely a traditional activity but has become a field that adopts modern approaches in design, production, and marketing, keeping pace with contemporary requirements and enhancing the presence of Omani products in local and international markets.

In this context, Iman bint Saif Al-Ghassani, Social Responsibility Specialist at OPAZ and supervisor of the weaving training program implemented in Al Dhahirah Governorate, said that the Authority's vision for supporting traditional crafts within economic development plans stems from a firm belief that these crafts represent economic and cultural value that can be built upon in national development pathways.

She explained that the Authority supports initiatives that contribute to transforming crafts into sustainable productive activities that keep pace with market requirements, integrate with economic development plans, and combine social and cultural dimensions at the same time.

She noted that the weaving training program in the Wilayat of Ibri was part of



the social responsibility efforts of SIRCA, Beladco and Jounouk, the companies implementing the Main Roads and Surface Water Drainage Project for the Special Economic Zone in Al Dhahirah Governorate - Phase One. This reflects the importance of partnerships between the public and private sectors in empowering the local community, providing sustainable income opportunities, and ensuring the continuity of traditional crafts in areas associated with development projects.

The program relies on an integrated operational model that includes managing production stages, providing raw

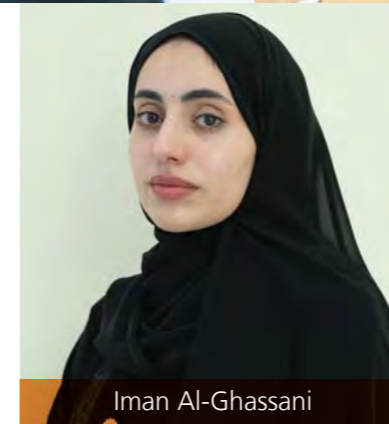
materials, packaging, and delivering orders, in cooperation with the trainer Anwar bint Sulaiman Al-Shibli, a specialist in hand-woven textile crafts and owner of A'SADAA.

Al-Shibli said that weaving is not merely a traditional craft but rather an artistic language and a cultural identity capable of evolving and continuing. She explained that the field attracted her from the beginning because it combines creativity, patience, and a connection with heritage, while at the same time opening broad horizons for contemporary innovation.

She noted that there is a comprehensive set of skills that she seeks to transfer to the trainees, starting with the fundamentals of hand weaving such as understanding materials, adjusting the loom, and correctly applying weaving structures. The training also focuses on developing the artistic sense of participants by training them in color selection, design construction, and transforming ideas into complete woven pieces, while emphasizing quality, precision, and patience. In addition, the trainees are made aware of how to professionally develop

Implementation of the Textile Art Training Program in Al Dhahirah Governorate

The program is part of the social responsibility efforts of the Special Economic Zone projects in Al Dhahirah Governorate.



Iman Al-Ghassani

12

trainees are receiving specialized training in weaving



Anwar Al-Shibli

their work, whether to present it artistically or to market it as sustainable small businesses.

From an economic perspective, she explained that the training contributes to transforming the craft from a limited traditional activity into a productive project capable of development by equipping participants with professional technical skills that enable them to market their products, improve their quality, and increase their artistic and material value. This opens opportunities for Omani women to enter the labor market with flexibility, whether through freelance work or small enterprises that suit their family and social circumstances.

Socially, Al-Shibli noted that the training enhances women's self-confidence, gives them space to express their creative abilities, and encourages them to participate actively in society. It also contributes to preserving traditional crafts and transferring them to new generations with a renewed spirit, which strengthens the sense of belonging and pride in national identity.

For her part, Halima bint Said Al-Abri, one of the trainees in the weaving train-

ing program, said that the reason for joining the program was her desire to learn closely about this craft and its importance as an authentic part of Omani heritage, in addition to her passion for learning, especially after visiting the weaving factory in the Wilayat of Samail. She emphasized that the craft reflects national identity and provides individuals with opportunities for creativity.

She added that through the program she acquired a number of skills, including the basics of hand weaving and measurement and calculation techniques such as determining the length of the piece and the number of threads, as well as how to

choose suitable colors and identify the parts of the loom and how to use them.

Regarding her vision for the future of weaving, Al-Abri believes that weaving is the essence of national identity and that it has a promising future based on sustainability and innovation. She called for reviving the craft by integrating it with contemporary designs that connect the authenticity of the past with the aspirations of the present, noting its growing economic role locally and internationally. This was clearly reflected during her participation in the first Riyadh International Forum for Handicraft Industries held in Muscat.



Achievements of Al Mazunah Free Zone in 2025

Private Sector Investments

Total committed cumulative investment
141
million

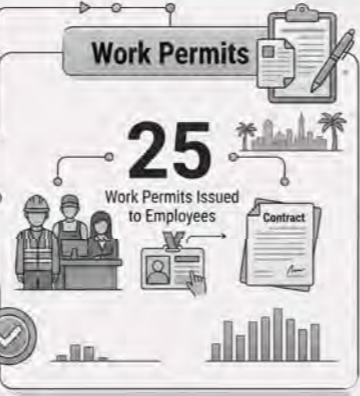
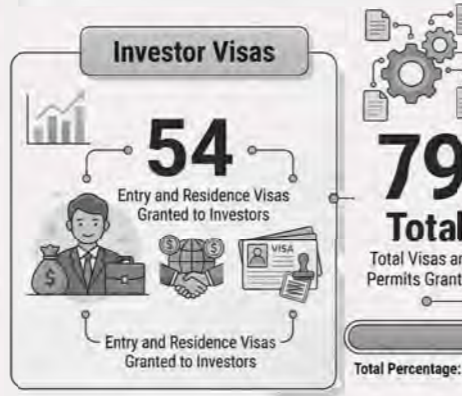
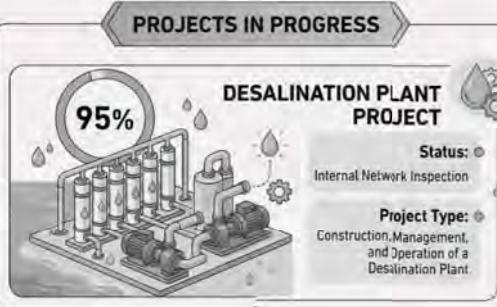
Additional investment
450
thousand

Signed Agreements
15

12
Commercial

3
Industrial

INFRASTRUCTURE DEVELOPMENT



ENVIRONMENTAL AFFAIRS

One Stop Shop

Commercial Records

- 17: Records Updates
- New Records: 15
- Records Renewals: 9
- New Branch Record: 1

Economic Licenses

Total Licenses: 38

8 Industrial

30 Service

Public Services

Lease Contracts: 15

Building Permits

3 Total Permits:

1 Storage / Logistics

2 Facility Services

INSPECTION & MONITORING



ENVIRONMENTAL STUDIES & PERMITS



The Largest Unified Company for Future Technologies, Advancing Digital Sovereignty and Opening Promising Tech Pathways Omantel Launches "Otech", the Provider of Technologies of the Future and Enabler of Digital Transformation, and Signs Strategic Partnerships



Muscat - **الدقم** :

Omantel launched "Otech" as the Provider of Technologies of the Future and an Enabler of Digital Transformation, in line with national directions aimed at enhancing economic diversification and building a technology-driven economy.

The launch ceremony was held under the patronage of H.E. Abdulsalam bin Mohammed Al-Murshidi, President of the Oman Investment Authority, at the Royal Opera House Muscat.

H.E. Mulham bin Bashir Al-Jarf, Deputy President of the Oman Investment Authority for Investment and Chairman of the Board of Directors of Omantel, stated that the launch of Otech reflects the company's direction to transition from the model of a traditional telecommunications operator to a fully integrated digital technology company that drives innovation and supports the growth of the digital economy. He affirmed that this step comes in alignment with the Eleventh Five-Year Plan, particularly within the digital economy pillar.

He added that Omantel adopts a comprehensive vision for technological transformation that focuses on developing digital infrastructure, delivering advanced solutions, building national capabilities, and enhancing integration across sectors in a way that contributes to creating sustainable added value for the national economy. He also noted that developing Omani talent in areas such as cybersecurity, cloud computing, and artificial intelligence represents a priority within this path.

For his part, Eng. Aladdin bin Abdullah Baitfadhil, CEO of Omantel and Chairman of the Board of Directors of Otech, explained that the launch of the company represents a new phase in the journey of the Group and the digital sector in the Sultanate of Oman. He indicated that Otech will deliver integrated technology



solutions that enable government entities and private sector institutions to accelerate digital transformation projects and enhance their future readiness.

Meanwhile, Eng. Maqbool bin Salem Al-Wahaibi, Acting CEO of Otech, said that the integration of Oman Data Park within the Otech ecosystem represents a qualitative leap in the development of digital infrastructure. It enhances the capabilities of operating data centres and sovereign cloud services, while supporting data localisation efforts within the Sultanate of

Mulham bin Bashir Al-Jarf: "Otech" is a strategic step reflecting the direction to maximise investments in the technology sector

Oman and meeting the needs of government entities and private institutions.

The ceremony also witnessed the announcement of a number of strategic partnerships with various local and international technology companies and startups, reflecting the expanding ecosystem of Otech and the breadth of its operational scope. The event also included the launch of the Firq Data Centre, which provides a secure and scalable digital environment to support the continuous operation of systems and applications.

The Otech ecosystem includes cloud computing solutions covering public cloud, hybrid cloud, and global service provider clouds, through partnerships with international technology companies. This supports data sovereignty and enhances the efficiency of the national digital infrastructure.

The company's operations are based on a network of local and international partnerships aimed at knowledge transfer, technology localisation, and building national technical capabilities, contributing to the creation of high-quality employment opportunities and strengthening the regional presence of Omani technology solutions.



Aladdin bin Abdullah Baitfadhil: Today we lay the foundations for a new era of innovation, competitiveness and economic diversification in the Sultanate of Oman

Duqm

a global investment destination

The Special Economic Zone at Duqm (SEZAD) stands out as a global investment destination thanks to its strategic location and integrated infrastructure, which includes roads, an airport, and a seaport, along with a total area of 2,000 square kilometres. The zone comprises industrial areas, logistics service zones, and clean energy projects. It also offers a range of incentives and facilitations for investors, enhancing its ability to attract quality and diversified investments.

Several experts and specialists affirmed that these advantages make Duqm a strategic hub for attracting global investments and developing sustainable projects across various sectors.



Duqm - **الدقم** :

Ready with comprehensive services and facilities

At the outset, Eng. Ahmed bin Ali Akaak, CEO of SEZAD at Duqm, explained that the area is equipped with all necessary services and facilities to attract quality investments, not only in manufacturing industries but also in logistics, smart industries, and the food and fisheries sectors. He stressed the focus on green industries such as aluminium and iron, in addition to hydrogen production.

He added that the growing global interest in SEZAD highlights its strong investment appeal, particularly with its diverse energy sources, vast land area, and advanced infrastructure, making it a strategic centre for investment across multiple sectors.

Akaak also highlighted the importance of emerging sectors, including tourism, which will help enhance the quality of life in the area, alongside smart cities supported by artificial intelligence and digital innovation. He noted that an 18-square-kilometre zone has been designated to attract and host these modern technologies.

Outstanding attributes and competitive position

Dr. Sulaiman bin Salim Al Hashmi, researcher at the Environmental Studies and Research Centre at Sultan Qaboos University, affirmed that the Sultanate of Oman possesses unique attributes that place it in a competitive position within the region in the field of renewable energy, particularly through major ongoing projects in solar, wind, and green hydrogen energy. These efforts align with global trends to



reduce reliance on fossil fuels and lower carbon emissions.

He added that SEZAD is among the most promising economic zones in the Sultanate of Oman, given its location on the Arabian Sea and its advanced infrastructure, making it a strategic centre for renewable energy projects. The site enjoys high solar radiation levels and stable wind speeds, in addition to vast land availability and developed infrastructure, enabling the implementation of large-scale power generation and efficient energy-storage projects.

Al Hashmi noted that Duqm could serve as a regional model for sustainable energy integration, as its natural geography allows for combined projects that harness solar, wind, and green hydrogen to supply major industries with clean energy and reduce emissions. He explained that solar energy represents the optimal investment option in Duqm, with radiation levels exceeding 2,100 kilowatt-hours per square metre annually, while the area's eastern and southern coasts offer ideal conditions for wind turbines, with speeds ranging between 5 and 8 metres per second for most of the year.

Geographic placement and natural assets

Kara Koran, CEO and Founder of Sus-

Several experts and specialists affirmed that Duqm serves as a strategic hub for attracting global investments and developing sustainable projects across various sectors.

tainable Tourism Consultants, stated that the development plans for the Special Economic Zone at Duqm reflect the government's commitment to advancing infrastructure and providing investment opportunities across various sectors, thus increasing the inflow of foreign direct investment.

She added that hosting economic and tourism events in the area contributes to introducing investors to its diverse attractions, noting that Duqm's unique geographical terrain and natural assets make it a preferred destination for tourists from around the world, thanks to its extensive beaches and distinctive biodiversity.

Diversifying sources and developing zones

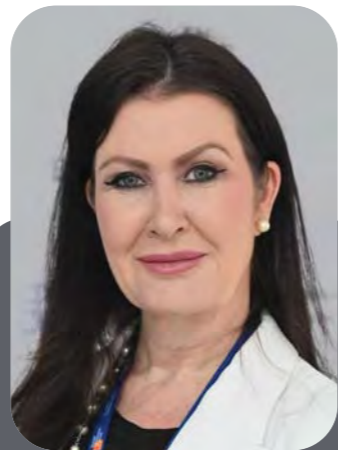
Wendy Werner, Country Manager of the World Bank Group in the Sultanate of Oman, said that the Sultanate of Oman enjoys multiple competitive advantages



Eng. Ahmed Akaak: The global attention toward the Special Economic Zone at Duqm reflects its strong investment appeal, particularly with its diverse energy resources, vast land area, and fully developed infrastructure



Dr. Sulaiman Al Hashmi: Solar energy represents the optimal investment choice in Duqm, thanks to radiation levels exceeding 2,100 kWh per square metre annually



Kara Koran: Duqm's unique geographical features and natural assets make it a preferred destination for tourists from around the world, with its long coastlines and distinctive biodiversity



Yusra Al Busaidi: Economic events offer an opportunity to explore international experiences of countries, governments, and global companies in investment, and to benefit from each nation's comparative advantages



Andrew Michael Payne: Duqm is an ideal tourism destination thanks to its geological diversity and seasonal climate, making it perfectly suited for both tourism and business, with the resources to sustain both sectors



Wendy Werner: The Sultanate of Oman is an attractive destination for investors due to its political and legal stability and its clear goals to diversify income sources and develop free zones

and holds a strong position in global supply chains. She added that the Sultanate of Oman has set clear goals to diversify its sources of income and develop its free zones, which enhances future investment potential.

She affirmed that the recent upgrade of Oman's credit rating serves as an additional attraction for investors, along with ongoing promotional efforts to draw more domestic and international investments. Werner highlighted that Oman stands out as a favourable investment destination due to its political and legal stability, a key factor investors consider when assessing economic environments.

Economic events and exchange of expertise

Meanwhile, Yusra bint Hamad Al Busaidi, Chief Financial Officer of Marafiq CUC in Duqm, noted that economic events represent valuable opportunities to learn from the experiences of countries, governments and global companies in investment fields, and to benefit from the comparative advantages of each nation. She added that such platforms help enhance the investment climate through knowledge and expertise exchange.

She further pointed to the signing of a strategic partnership agreement between Marafiq and the German University of Technology in Oman (GUtech) to establish the company's social complex in Duqm. The project will provide an integrated educational and recreational environment for children, residents and nearby communities.

Duqm serves as an ideal tourism destination

Andrew Michael Payne, Global Creative Director of Interbrand Group, emphasised the ongoing efforts to position the



Sultanate of Oman in general, and Duqm in particular, as a preferred destination for investors, tourists and economic activity. He noted that Duqm is well suited for tourism owing to its geological diversity and seasonal climate, which make it an ideal location for both tourism and business, possessing all the elements needed for sustainability in both sectors.

Vopak Oman Investment

Van de Kar, General Manager of Vopak Oman, said, "Vopak is entering the Sultanate of Oman for the first time, specifically in the Special Economic Zone at Duqm, where we will build what we call an energy terminal to store different types of energy sources and products."

"This project will contribute to developing the region and making it a commercial hub for the future," he added.

With its expected entry into Oman's market, Vopak becomes the second major international company specialising in tank storage to invest in the Sultanate of Oman, following Advorio, which operates in Sohar Port and Freezone.

Vopak has a global presence in more than 20 countries and plays a pivotal role in the world's energy and chemical supply chains, providing infrastructure for storing and handling bulk liquid products

The Special Economic Zone at Duqm is ready with comprehensive services and facilities to attract quality investments in industry, tourism, and renewable energy

such as oil, chemicals and gases, as well as emerging energy carriers like hydrogen, ammonia and carbon dioxide (CO₂).

Van de Kar noted that hydrogen converted into green ammonia is among the key products being explored in collaboration with Hydrom and other projects in the Duqm area, which aim to produce green hydrogen for export through Vopak's facilities.

He explained that several planned investments in new storage capacity will be implemented at the liquid terminal in Duqm Port.

The Special Economic Zone at Duqm continues to strengthen its position as one of the most promising economic and investment centres in the Sultanate of Oman and the wider region, supported by integrated strategic visions, advanced infrastructure, and diverse investment opportunities spanning industry, energy, tourism and logistics.

Total Investment Reaches
RO 1.153 Billion

Completion of the Solar Module Manufacturing Chain in the Sultanate of Oman

Expansion of Renewable Energy Investments in the Sultanate of Oman During 2024 and 2025

Muscat -

The Public Authority for Special Economic Zones and Free Zones (OPAZ) announced the completion of the solar module value chain in the Sultanate of Oman during 2024 and 2025, with the participation of all stakeholders. The total investment volume of the projects reached RO 1.153 billion. The achievement covered various stages of solar panel production, starting from metal silicon manufacturing, followed by polysilicon, ingots, solar wafers, and ending with integrated solar modules.

The Authority explained that some projects have entered the construction phase, while others have reached advanced stages of negotiation, reflecting notable progress in localizing the renewable energy sector and enhancing domestic production of solar panels.

The report indicated that the current projects are distributed across the value chain as follows:

Metal Silicon: Green Ferro Alloy (FZC) invested more than RO 69 million, providing 180 direct jobs with an Omanisation rate of 50%.

Polysilicon (Upstream): United Solar Polysilicon (FZC) SPC invested around RO 520 million, creating 2000 direct jobs with an Omanisation rate of 70%.

Ingots and Midstream Solar Modules: Sahara Solar Energy SPC (FZC) invested



The completion of the value chain contributes to meeting the needs of solar energy projects locally, reducing imports, and supporting sustainability and a low-carbon economy

around RO 78 million, providing 280 direct jobs with an Omanisation rate of 40%.

Solar Cells and Integrated Photovoltaic Modules: Orion Solar (FZC) SPC (formerly JA Solar) invested around RO 217 million, providing 808 direct jobs with an Omanisation rate of 35%.

Solar Cells: Jietai New Energy Technology (FZC) invested around RO 269 million, providing 864 direct jobs with an Omanisation rate of 40%.

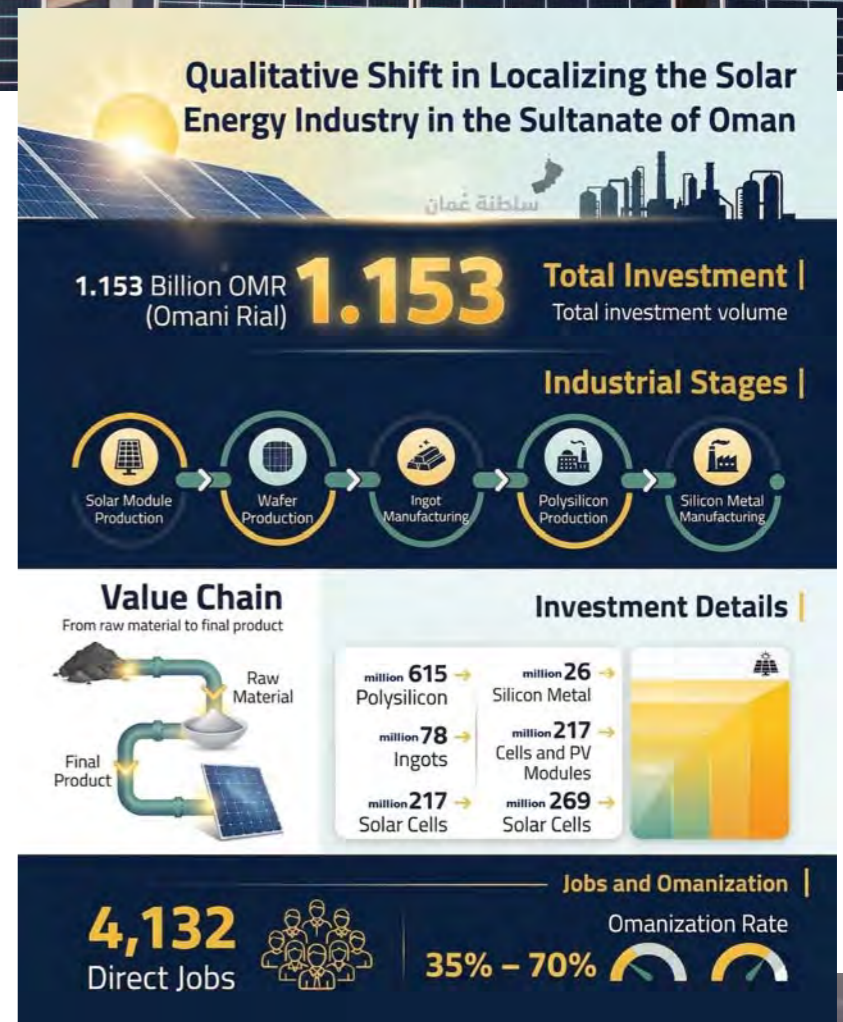
The Authority affirmed that the completion of this value chain contributes to enhancing Oman's capability to meet the requirements of solar energy projects locally, reducing reliance on imports, supporting sustainable development goals, and transitioning towards a low-carbon

economy.

These achievements come within the national strategy to develop the renewable energy sector and create an attractive investment environment, strengthening Oman's position on the regional and international map in clean energy.

This progress is the result of joint coordination between government entities and the private sector, in addition to a supportive investment environment that has contributed to attracting industrial investments related to solar energy, in line with the Sultanate's strategic directions toward diversifying energy sources and enhancing reliance on clean energy.

The completion of the value chain reflects the maturity of the renewable energy sector in the Sultanate, strengthens the localization of related industries, supports in-country value, and creates new economic opportunities. It also enhances Oman's readiness to implement major solar energy projects planned for the coming years and to meet their requirements locally, in line with sustainability targets and carbon emission reduction goals.



5 Priority Investment Sectors

The Public Authority for Special Economic Zones and Free Zones (OPAZ) has revealed the key priority investment sectors and related industrial opportunities across special economic zones, free zones, and industrial cities. This step reflects a strategic direction toward building an advanced industrial base grounded in economic diversification, maximizing local value, and strengthening Oman's competitiveness in future industries.

Muscat - :

These sectors include the food and fisheries sector, the downstream segment of the aluminium and green steel sector, the pharmaceutical and medical security sector and medical equipment manufacturing, the downstream segment of the plastics and petrochemicals sector, as well as the tourism and real estate sector. These sectors represent pivotal areas that contribute to strengthening economic security, enhancing supply chains, and opening new avenues for industrial and investment growth.

Among the key incentives offered by the Authority to investors are:

- 100% foreign ownership of projects
- Trading in all currencies is permitted
- No minimum capital requirement
- Tax exemption for up to 30 years
- 100% repatriation of profits
- Usufruct rights extending up to 50 years, renewable for a similar period
- Issuance of foreign labour permits within 24 hours
- High facilitation for investor and workforce residency
- Additional incentives for projects with added value
- Single approval for strategic projects
- Real estate development and sale of units under a freehold ownership system in economic zones

Industrial Integration Opportunities

Amna bint Nasser Al-Sharji, Director of Investment Promotion, stated that identifying these sectors is based on in-depth analytical studies of the needs of local, regional, and global markets, as well as available industrial integration opportunities. She affirmed that the Authority is enabling these sectors through the development of an integrated investment environment that includes advanced infrastructure, specialized industrial zones, competitive incentives, and flexible procedures that accelerate project implementation and enhance operational efficiency.

She added that the Authority focuses on attracting quality investments that contribute to knowledge and advanced technology transfer, localizing strategic industries, and strengthening reliance on local resources. This supports achieving self-sufficiency in several vital industries, particularly in the fields of food security, pharmaceutical security, and manufacturing industries linked to natural resources.

She also emphasized that the Authority is working to build interconnected industrial ecosystems within these sectors, enhancing integration between core industries and downstream and supporting industries. This contributes to increasing local value addition, stimulating the growth of small and medium enterprises, and creat-


5 Priority Investment Sectors

Promising investment opportunities supported by competitive incentives

Priority Sectors

 Food and Fisheries Sector

 Pharmaceutical and Medical Equipment Security

 Downstream Aluminum and Green Iron

 Tourism and Real Estate Sector

 Downstream Plastics and Petrochemicals Industries

Investment Incentives

- 100% Foreign Ownership ✓
- Trading in all currencies ✓
- Work permits within 24 hours ✓
- No minimum capital requirement ✓
- Investor residency facilities ✓
- Tax exemption for up to 30 years ✓
- Additional incentives for high-value projects ✓
- 100% Repatriation of profits ✓
- Single approval for strategic projects ✓
- Usufruct rights for up to 50 years ✓
- Freehold ownership in real estate development ✓

A flexible and attractive investment environment for international investors



Lubna Al-Sabari



Amna Al-Sharji

plained that the Authority plays a pivotal developmental role in supporting the growth of these sectors through long-term strategic planning, developing specialized industrial zones, and providing an integrated system of investment services. These include facilitating procedures, providing prepared industrial lands, and enhancing logistics connectivity with ports, airports, and transport networks,

ing quality employment opportunities for national talents. She noted that these sectors represent a key pillar in strengthening Oman's position as a competitive regional industrial and logistics hub.

Developmental Role and Strategic Planning

For her part, Lubna bint Hamoud Al-Sabari, Head of the Promotion Section, ex-

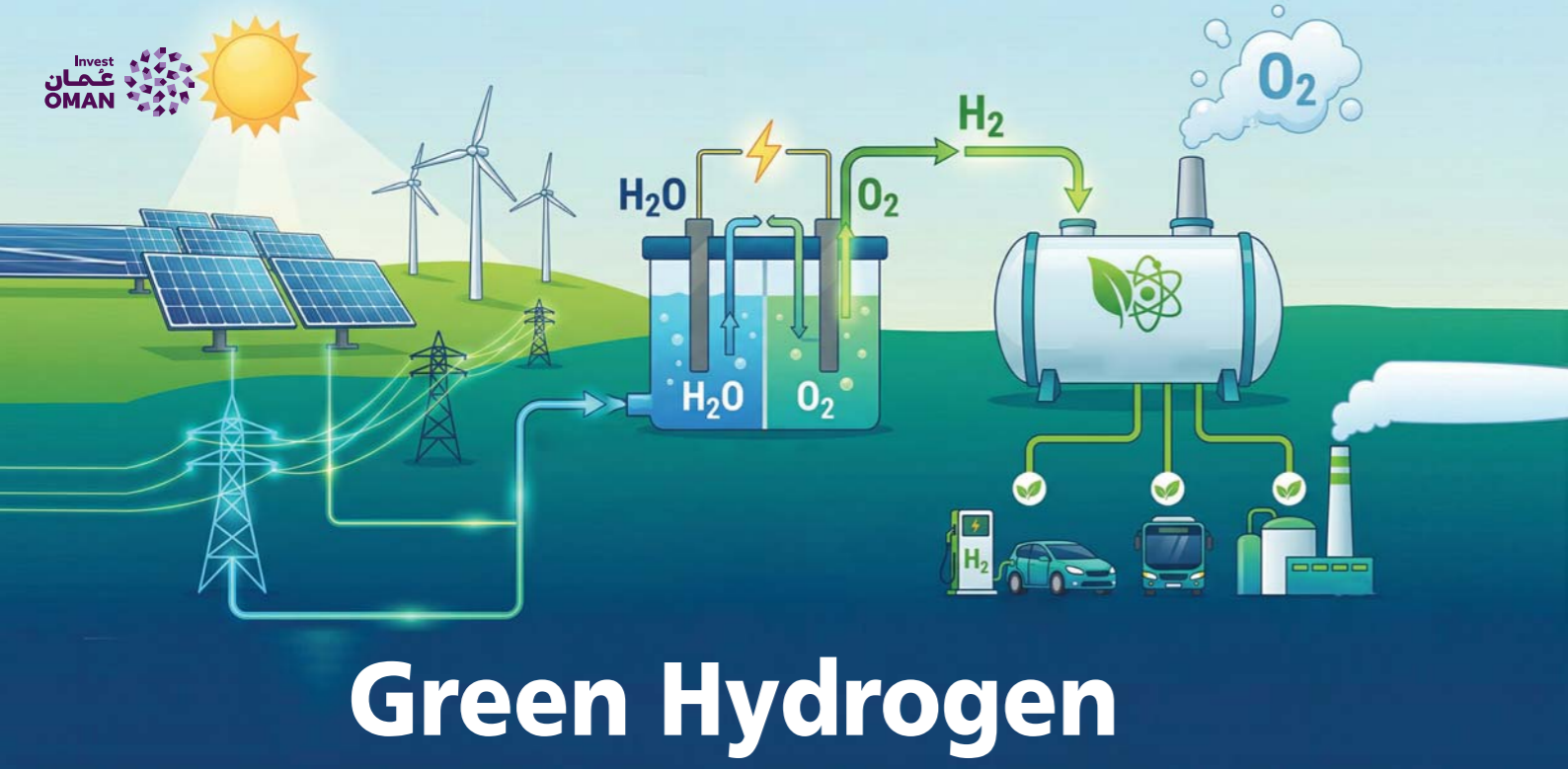
ensuring supply chain efficiency and rapid access to target markets.

She added that the Authority works in integration with public and private sector entities to provide a stimulating environment for industrial investment and to strengthen strategic partnerships that contribute to transferring advanced technologies and developing high-value industries.

She further noted that focusing on sectors such as green metals, pharmaceuticals, food industries, and petrochemicals reflects a direction toward sustainable future industries that rely on innovation and clean technologies, contributing to environmental and economic sustainability. These efforts support the objectives of Oman Vision 2040 by diversifying sources of income, increasing the contribution of the industrial sector to GDP, and enhancing Oman's attractiveness as a trusted investment destination and a regional hub for strategic industries.

OPAZ provides integrated incentives and advantages for investors, contributing to accelerating project implementation, supporting project sustainability, and achieving local value through a stimulating and flexible environment.

The Authority focuses on developing vital sectors to build an advanced industrial base and enhance competitiveness in future industries



Green Hydrogen

A Future Driving Clean Investments

Duqm - الدقم :

The Special Economic Zone at Duqm (SEZAD) is witnessing accelerated investment activity in the clean energy and green industries sector, supported by a clear national vision aimed at enhancing the transition toward a low-carbon economy and reinforcing the Sultanate of Oman's position as a regional hub for the production of green hydrogen and related industries, within the framework of the objectives of Oman Vision 2040 and the national commitments toward carbon neutrality.

Implementation indicators of clean and renewable energy projects in the zone show tangible progress at the planning, implementation, and investment levels, as approximately 65,000 square kilometers of land have been allocated for clean energy purposes under Royal Decree No. (10/2023). Around 50,000 square kilometers of this area have been designated for green hydrogen projects, reflecting the scale of the national commitment to this strategic sector.

Rapid Expansion of Green Hydrogen Projects

The first and second rounds of green hydrogen auctions have been successfully completed, with total investments reaching approximately \$49 billion, and an estimated production capacity of 1.38 million tonnes of green hydrogen and 34.8 gigawatts of renewable energy by 2030.

The first round, which was held in Al Wusta Governorate, resulted in the award of four projects, bringing the total number of projects associated with the Special Economic Zone at Duqm to five projects, in-

cluding the "Hyport Duqm" project, with total investments estimated at around \$30 billion, and a production capacity of 18 gigawatts of renewable energy and 750,000 tonnes of green hydrogen.

In the same context, the relevant authorities officially announced in April 2025 the launch of the third round of green hydrogen project auctions, representing a continuation of national efforts aimed at strengthening the Sultanate's competitiveness in this vital sector.

This round has been allocated to new sites within the Special Economic Zone at Duqm, covering an area estimated at 300 square kilometers, with the opportunity to develop projects starting from 100 square kilometers, providing greater flexibility for investors to determine the scale of their projects according to their strategic plans.

From a timeline perspective, the pre-qualification phase for this round was launched for nine months, which is longer than in previous rounds, in order to provide wider opportunities for global companies to prepare and participate. Bid submissions are expected during the first quarter of 2026, with the winning companies to be announced within the same year.



Integrated Infrastructure and Strategic Utility Corridors

These ambitious projects are accompanied by intensive efforts to develop shared infrastructure, as the Green Hydrogen Master Plan and Utilities Corridor project has witnessed notable progress, with the completion of both the preliminary design and detailed design stages, and the project is currently moving to the final phase, which includes preparing a comprehensive package of regulations and regulatory standards for clean energy projects.

These frameworks will cover technical, environmental, and regulatory aspects, serving as a comprehensive national reference for the sector.

The Common Utilities Infrastructure (CUI) corridor is being implemented in coordination with several national operators. The Oman Electricity Transmission Company is responsible for implementing the clean electricity transmission corridor, while Nama Water Services is implementing desalination plants and water pipeline corridors, and OQ Gas Networks is responsible for developing hydrogen gas networks.

This corridor connects upstream areas allocated for production with down-

stream areas designated for processing and export within and beyond the boundaries of the Special Economic Zone at Duqm, ensuring value chain integration and enhanced operational efficiency.

Green Industries and Metals as a Pillar of Industrial Transformation

At the same time, the Special Economic Zone at Duqm is giving increasing attention to developing the green industries and metals sector, particularly low-carbon iron and aluminium industries, which are among the key sectors benefiting from green hydrogen.

The Sultanate of Oman aims to reach an annual steel production of around 30 million tonnes by 2050, positioning the country among the top ten steel-producing countries globally, with 25 percent of production allocated to meet domestic market demand.

Technologies such as Direct Reduced Iron (DRI) and Hot Briquetted Iron (HBI) represent key stages in the production of green steel, and are among the largest consumers of green hydrogen. The Special Economic Zone at Duqm provides an ideal environment to achieve integration between the energy and metals sectors, reduce operational costs associated with production and transportation, and enhance Oman's attractiveness for global industrial investments.

Strategic Industrial Projects Under Implementation

In this context, the Jindal Duqm Green Steel Project stands out as one of the key industrial projects. It is being developed with an initial production capacity of 5 million tonnes per year, expandable to 10 million tonnes, and includes the construction of a marine jetty extending 1,400 metres with a depth of 18 metres. The agreements related to the project entered into force in July 2024, and construction works officially commenced. By



December 2025, the project completion rate reached 34.39 per cent, while the jetty construction progress reached 26.89 per cent, with ongoing work to address technical challenges related to energy supply and detailed engineering designs.

Work is also underway on the Green Aluminium Project (under study), with investments estimated at approximately RO 2.4 billion, and a production capacity of 530,000 tonnes annually of green aluminium ingots, in addition to 620,000 tonnes of aluminium billets and pre-cast slabs, using low-carbon

emission technologies.

In addition, the industrial project pipeline includes other projects under development such as the Geely Green Aluminium Project and the Pearl Green Iron and Aluminium Project, in partnership with regional investors.

Promising Production and Investment Prospects

Estimates indicate that the total planned production from clean energy projects in the Special Economic Zone at Duqm will reach between 1 and 1.5 million tonnes of green hydrogen annually by 2030, supported by renewable energy capacity of around 30 gigawatts, with cumulative investments estimated at approximately \$49 billion.

Production is expected to increase by 2050 to around 8.5 million tonnes of green hydrogen annually, supported by renewable energy capacity reaching 180 gigawatts, with cumulative investments potentially exceeding \$150 billion.

These indicators collectively confirm that the Special Economic Zone at Duqm represents one of the most important drivers of economic and industrial transformation in the Sultanate of Oman, and a strategic platform for localising clean energy and green industry projects, strengthening the competitiveness of the national economy, supporting sustainability efforts, and reinforcing Oman's position on the global green economy map regionally and internationally.

49

billion dollars in investments from green hydrogen auctions in Duqm, with an estimated production capacity of 1.38 million tonnes

An extended qualification phase for green hydrogen auctions will continue until the first quarter of 2026

Green iron and green aluminium are among the leading industries benefiting from green hydrogen



A Leading Experience Spanning More Than Four Decades from Rusayl Industrial City

Areej Vegetable Oils & Derivatives... A Continuous Industrial Journey of Innovation and Quality

Muscat -  :

Areej Vegetable Oils & Derivatives SAOC (AVOD) represents one of the most prominent national industrial models in the food manufacturing sector in the Sultanate of Oman. The company began its journey in 1982 in Rusayl Industrial City, establishing an advanced industrial base built on innovation, quality, and continuous development, while playing a pivotal role in strengthening the food security ecosystem and supporting the objectives of economic diversification.

Rapid Growth in Production and Export Capacities

At inception, AVOD's production capacity stood at approximately 9,000 tons annually. The company continued implementing its expansion plans and investing in the development of its industrial capabilities, raising its current production capacity to about 240,000 tons annually, achieving growth exceeding 26 times compared to the beginning of its operations.

AVOD has also succeeded in expanding the scope of its exports to reach more than 30 countries worldwide, with exports accounting for 80% of its total production. This reflects its competitiveness and the confidence of global markets in the quality of its products.

An Integrated Industrial System According to the Highest International Standards

Eng. Salem bin Nasser Al-Bortmany, CEO of AVOD, said that the company manufactures, refines, processes, packages, markets, and distributes a wide range of cooking oils, vegetable ghee, margarine, and specialty fats used in food industries such as sauces, ketchup, and mayonnaise. These operations are carried out according to the highest international specifications and standards to ensure high-quality products that meet the requirements of local and global markets.

He added that the strategic location of the Sultanate of Oman has facilitated the efficient import of raw materials and enabled the rapid export of finished products to various global markets at lower costs. The company's exports extend from Canada in the north to New Zealand in the south, and from the United States in the west to Uzbekistan in the east, benefiting from the efficiency of the logistics sector, the attractive investment environment,



and the stability enjoyed by the Sultanate.

Strategy Based on Innovation and Advanced Technologies

AVOD adopts a strategy based on continuous innovation and the adoption of the latest industrial technologies, including the



Eng. Salem Al Bortmany: The company's exports extend from Canada in the north to New Zealand in the south, and from the United States of America in the west to Uzbekistan in the east

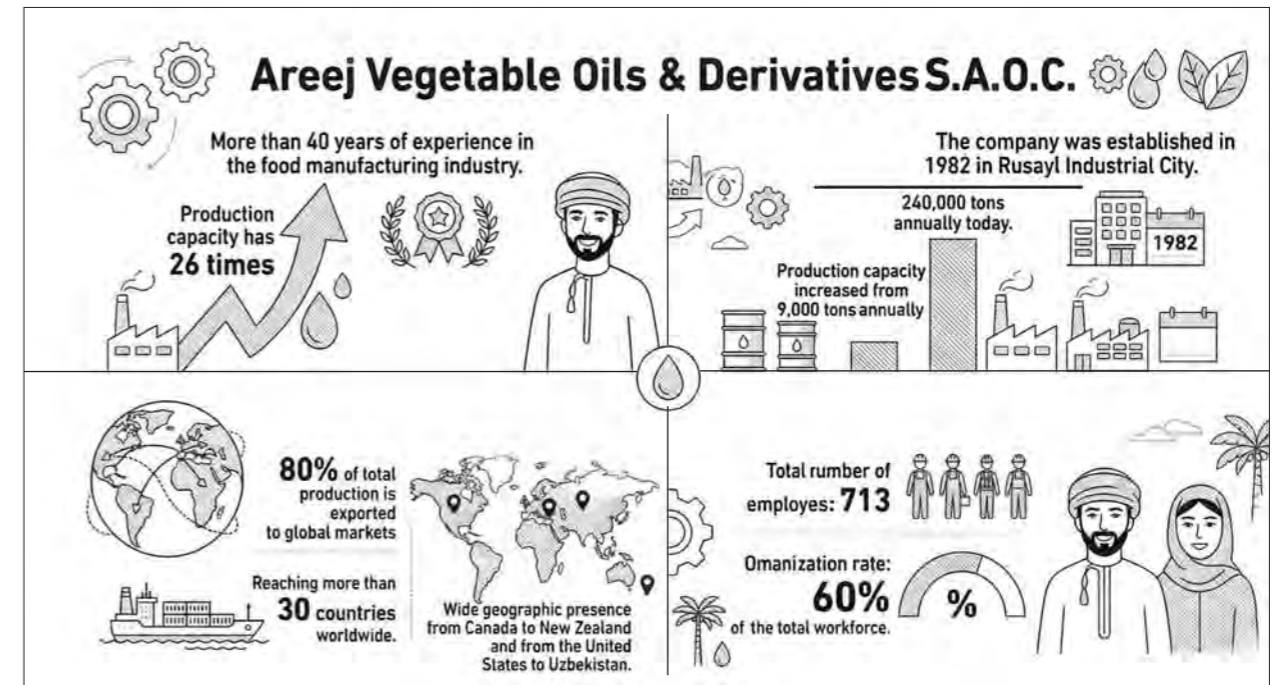
development of industrial automation systems and warehouse management systems using robotics. This has contributed to improving operational efficiency, enhancing productivity, and raising occupational safety and product quality standards.

These efforts included the development of fully automated warehouses with a storage capacity exceeding 15,000 storage locations, along with the implementation of smart inventory management systems that allow real-time product tracking. This ensures the highest levels of accuracy in inventory management, reduces manual handling, improves product quality, and enhances supply chain efficiency.

Developing Human Resources and Enhancing Operational Efficiency

AVOD places special emphasis on developing human capital by investing in training and qualifying national talent and enhancing their skills to operate modern systems. The company also applies global best practices in quality management systems, food safety, occupational health and safety, and environmental management, thereby strengthening institutional performance efficiency and ensuring sustainable industrial operations.

The company provides direct employment opportunities for approximately 713 employees, with an Omanization rate of 60%,



affirming its commitment to developing national competencies and strengthening local content, in addition to supporting industrial value chains and enhancing the added value of the national industrial sector.

Strategic Location and Industrial Infrastructure Supporting Growth

AVOD has benefited from its location in Rusayl Industrial City, one of the most prominent industrial cities in the Sultanate of Oman. The city provides an integrated industrial environment and advanced infrastructure that have contributed to enhancing the efficiency of production operations, facilitating supply and distribution chains, and enabling the company to expand its operations and strengthen its presence in regional and global markets.

The company produces a wide range of vegetable oils and their derivatives to meet the needs of food manufacturing industries, retail markets, and restaurants. It also manufactures specialized products for certain international brands, contributing to increasing the added value of the national industrial sector and supporting industries related to food security.

Awards and Recognitions Reflecting Its Industrial Leadership

AVOD has received numerous awards

A commitment to innovation and quality since 1982 to keep pace with global markets

Continuous expansion of production capacity and exports to more than 30 countries

A Future Vision for Growth and Sustainability

AVOD continues implementing its expansion plans focused on developing production capabilities, adopting advanced industrial technologies, and enhancing innovation. These efforts support its expansion in global markets and strengthen its competitiveness, reaffirming its leading role from Rusayl Industrial City and its active contribution to supporting industrial development and achieving the objectives of economic diversification and sustainable development in the Sultanate of Oman.

The company affirms that its journey toward industrial excellence is ongoing, as it seeks to keep pace with the requirements of the Fifth Industrial Revolution by investing in advanced technologies and strengthening integration between humans and technology. This opens new horizons for innovation, efficiency improvement, and value creation. This vision stems from a firm belief that "innovation is the ability to transform ideas into tangible returns," and that sustainable innovation represents the fundamental pillar for achieving sustainability and enhancing competitiveness in global markets, thereby consolidating AVOD's position as a trusted industrial partner and an active contributor to the future of the industrial sector.





Global Growth Forecast to Rise to 3.3% in 2026

Washington - الدوم : Washington - IMF

The International Monetary Fund (IMF) projected that the Sultanate of Oman's real GDP will grow by 4% in 2026, while it also raised its global growth forecast for 2026, amid companies' and economies' adaptation to tariff reductions in recent months and the continued surge in artificial intelligence investment, which has supported asset wealth and improved prospects for productivity gains.

In its World Economic Outlook report, the IMF projected global GDP growth at 3.3% in 2026, an increase of 0.2 percentage points from its October estimates, matching the projected growth rate for 2025, while leaving its 2027 forecast unchanged at 3.2%.

The Fund noted that the improved growth outlook reflects trade agreements that have helped reduce tariffs, companies' ability to reorient supply chains, and continued investments linked to artificial intelligence technologies.

The IMF's latest projections assume that the effective US tariff rate will reach 18.5%, down from around 25% in its April 2025 forecasts.

The Fund estimated US economic growth at 2.4% in 2026, an upward revision of 0.3 percentage points from October, supported by investment in AI infrastructure, while it lowered its 2027 US growth forecast by 0.1 percentage points to 2%.

Investment in Technology

The IMF explained that investment in technology is boosting economic



activity in Spain, raising its 2026 GDP growth forecast by 0.3 percentage points to 2.3%, while maintaining its 2026 growth projection for the United Kingdom at 1.3%.

The IMF affirmed that artificial intelligence represents a major opportunity to support global economic growth, provided that increased investment accelerates adoption, delivers productivity gains, and enhances business processes and innovation.

Accordingly, the Fund projected that global growth could rise by up to 0.3 percentage points in 2026, and by between 0.1 and 0.8 percentage points annually over the medium term, depending on the pace of AI adoption and countries' readiness to leverage it.

Outlook for Major Economies

Regarding other major economies, the IMF stated that China's growth in 2026 is expected to reach 4.5%, down from its above-expectations performance of 5% in 2025, but 0.3 percentage points higher than its October estimate.

The Fund also projected euro area growth at 1.3% in 2026, an increase of 0.1 percentage points from October estimates, driven by higher public spending in Germany and improved economic performance in Spain and Ireland.

The IMF kept its euro area growth forecast for 2027 unchanged at 1.4%, noting that planned increases in European defence spending will only have an impact in later years.

The Fund projected that global inflation will continue its downward path, declining from 4.1% in 2025 to 3.8% in 2026, and further to 3.4% in 2027.

Positive Outlook for the Sultanate of Oman

HE Dr Nasser bin Rashid Al Maawali, Undersecretary of the Ministry of Economy, said earlier that there are positive expectations for economic growth in the Sultanate of Oman in 2026 at 4%, with inflation at safe levels of 1.4%.

His Excellency explained that the 11th Five-Year Plan requires additional investments estimated at RO 15.6 billion, to be directed toward key economic and social sectors to accelerate economic growth and achieve a targeted growth rate of 5%.

He indicated that the Plan targets GDP growth at current prices of 4.6%, and 4% at constant prices; an invest-

ment-to-GDP ratio at current prices of 28%; foreign direct investment inflows at 11% of GDP; and an inflation rate not exceeding 2%.

He added that the Plan also targets private sector contribution to GDP at current prices of 56%; private investment at 21% of GDP; growth of non-oil activities at constant prices of 4%; and oil activities at 2.6%.

Promising Sectors

His Excellency stated that the 11th Five-Year Plan focuses on promising sectors driving economic growth, including manufacturing industries with a targeted growth rate of 5.9%, the digital economy at 10.8%, and tourism at 5.7%.

The financial framework of the 11th Five-Year Plan is based on an assumed oil price of \$60 per barrel. According to the framework's estimates, average public revenues during the Plan period are expected to reach RO 11.556 billion, while average public expenditure is estimated at approximately RO 12.222 billion over the Plan years, resulting in an average deficit of about RO 666 million during the Plan period.



HE Dr Nasser Al Maawali:
Positive economic growth expectations for the Sultanate of Oman in 2026 at 4%, with safe inflation levels at 1.4%



Key Achievements of Khazaen Economic City – 2025

PRIVATE SECTOR INVESTMENTS



- Committed Additional Investment: **323.9** Million Omani Rials
- Number of Agreements: **34 Agreements**
- Cumulative Committed Investment: **834.7** Million Omani Rials

INVESTMENT DISTRIBUTION BY SECTOR

Industrial: **315.5 Million Omani Rials** / **31 Agreements**

Industrial
315.5 M /
31 Agreements

Commercial
8 M /
2 Agreements

Logistical
450 K /
1 Agreement

INVESTMENT REQUESTS

Number of Investment Requests Handled: **68 Requests**

PRIVATE SECTOR PROJECTS

- Contributes to:
- Strengthening Food Security
 - Supporting the National Product
 - Exporting to Neighboring Markets



INVESTOR VISAS AND WORK PERMITS

New Commercial Records: **53 Records** Issued Building Permits: **19**

Economic Activity Licenses: **44 Licenses** Industrial: **19**

Facility Services: **1** Storage/Logistics: **3**

Investor Visas: **6**

Work Permits: **442**

Total: **448**

Issued Environmental Permits: **5 Permits**

INFRASTRUCTURE DEVELOPMENT

Completed Projects:

Infrastructure Construction - Phase One (1BC):

- Includes:
- 9 km Internal Road Network
 - Road Paving + Water Network
 - Road Lighting
 - Stormwater Drainage Network
 - Box Culverts and Traffic Signs



Projects Under Execution:

Infrastructure Works for Phase One (Package Four):

- Includes:
- Paved Roads
 - Lighting
 - Stormwater Drainage Networks
 - Drinking Water Networks

Project Status: **Under Execution**

Construction Start Date: **26 November 2025**

ENVIRONMENTAL AND INSPECTION AFFAIRS

Inspection Indicators:

- Routine Field Visits: **188**
- Surprise Visits: **76**
- Joint Visits with Government Entities: **2**
- Visit Reports: **195**

Companies Compliant: **226**

Environmental Violations (Violating Companies): **6**

Environmental Compliance:

- Compliant Companies: **226**
- Non-Compliant Companies: **6**



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

A Journey of Giving... A Continuing Vision

Amid the rapid developmental transformations taking place across the country, leadership competencies emerge as the true capital and the driving force behind added value within the national economic system. Achievements are no longer measured solely by figures, but by the lasting impact they leave on people, institutions, and the work environment. Among the leaders I had the privilege to work with closely, His Excellency Sheikh Dr. Ali bin Masoud Al Sunaidy stands out, having presented—during his tenure as Chairman of the Public Authority for Special Economic Zones and Free Zones—a model to be emulated in sincere dedication and persistent institutional effort that never ceased.

Over the past five years, there has been tangible momentum in developing economic zones, free zones, and industrial cities, and in enhancing their investment appeal. Yet what distinguished this phase was not only the achievements realized, but the spirit with which His Excellency led. His encouraging approach and continuous support for employees fostered initiative, nurtured talent, and reflected an ambitious forward-looking vision—one that anticipates opportunities and creates sustainable impact. He remained close to both the field and to achievement, leaving a clear imprint not only on projects, but on building a more dynamic and active work system despite limited human resources.

From this standpoint, words of appreciation may never fully do justice to such a figure, yet they remain a sincere duty—through which we express our gratitude for the efforts of His Excellency, which have helped solidify the foundations of an important phase that will continue to serve as a basis for future progress.

Today, the journey moves forward with confidence toward the future under the leadership of His Excellency Qais bin Mohammed Al Yousef, who carries the banner with renewed vision and expansive ambition. Building on a legacy of refined work, he adds a modern economic mindset aligned with the aspirations of the next phase. As one of the prominent national economic leaders, His Excellency Qais brings extensive experience in trade, industry, and investment promotion. He represents a model of integration between the public and private sectors, with a distinguished track record in enhancing the business environment and attracting investments—making him the right leader for this stage.

The features of this phase are reflected in a focus on improving the efficiency of economic assets and directing investments toward high value-added sectors, in alignment with the objectives of Oman Vision 2040. This approach strengthens the role of economic zones as engines of growth, platforms for manufacturing and export, and integrated logistics hubs.

It is an interconnected economic journey that does not pause at achievement, but builds upon its gains through successive leadership and complementary roles—honoring those who laid the foundations and placing trust in those who lead. In all of this, special economic zones, free zones, and industrial cities remain both the greatest beneficiary and the strategic bet for a more diversified, open, and globally competitive Omani economy.

Leadership competencies create lasting impact in people's hearts, going beyond the logic of numbers toward building sustainable value, through an institutional leadership approach that enhances investment attractiveness and shapes a more competitive economy

An interconnected economic journey that does not stop at achievement, but accumulates its gains through successive leadership and integrated roles; in loyalty to those who laid the foundations, and confidence in those who lead

OMAP Platform

The OMAP Platform is an advanced digital platform for interactive geographic mapping that serves as the central reference for spatial data and master plans of all Special Economic Zones, Free Zones, and Industrial Cities under the supervision of the Public Authority for Special Economic Zones and Free Zones (OPAZ).

The platform was officially launched on 18 September 2023, and the updated version of the platform was completed on 1/12/2025 on both web and mobile platforms. It aims to provide a unified digital window that brings together data from all zones under one umbrella, enabling investors, government entities, and developers to access accurate and up-to-date information through interactive 2D and 3D maps, thereby enhancing the quality of decision-making and accelerating procedures related to investment projects.



منصة OMAP

تعد منصة OMAP منصة رقمية متقدمة للخرائط الجغرافية التفاعلية، والمرجع المركزي للبيانات المكانية والمخططات الهيكلية لجميع المناطق الاقتصادية الخاصة والمناطق الحرة والمدن الصناعية التابعة للهيئة العامة للمناطق الاقتصادية الخاصة والمناطق الحرة (OPAZ).

تم إطلاق المنصة رسميًا في 18 سبتمبر 2023 وتم الانتهاء من النسخة المحدثة للمنصة بتاريخ 2025/12/1 على الموقع الإلكتروني والهاتف النقال بهدف توفير نافذة رقمية موحدة تجمع بيانات جميع المناطق تحت مظلة واحدة، وتتيح للمستثمرين والجهات الحكومية والمطورين الوصول إلى معلومات دقيقة وحديثة عبر خرائط تفاعلية ثنائية وثلاثية الأبعاد، بما يعزز جودة اتخاذ القرار ويسرع الإجراءات المرتبطة بالمشاريع الاستثمارية.



An Integrated System of Advanced Capabilities

- Smart search for investment lands and plots ready for development
- Interactive spatial and analytical tools
- Distance measurement, facility display, and detailed information viewing
- An AI-powered smart assistant that helps answer investors' questions, enables smart search for opportunities, supports seamless navigation, and allows printing of digital maps



منظومة متكاملة من القدرات المتقدمة

- البحث الذكي عن الأراضي الاستثمارية والقطع الجاهزة للتطوير
- أدوات تحليل مكاني وبياني تفاعلي
- قياس المسافات، عرض المرافق، وإظهار التفاصيل
- مساعد ذكي مدعوم بالذكاء الاصطناعي يساعد في الرد على أسئلة المستثمرين، والبحث الذكي عن الفرص، والتنقل السلس، مع إمكانية طباعة الخرائط الرقمية

Comprehensive and Integrated Data

- Display of infrastructure data (electricity, water, telecommunications, roads)
- Direct integration with climate monitoring systems and weather stations
- Integration of engineering, climatic, and environmental data within a single system
- Providing unified and clear access to land data and master plans



تقنيات ثلاثية الأبعاد



Advanced 3D Technologies

- Three-dimensional (3D) visualization of locations
- Simulation of shadows and terrain elevations
- Precise geographic and engineering site analysis



تقنيات متقدمة ثلاثية الأبعاد

- عرض ثلاثي الأبعاد (3D) للمواقع
- محاكاة الظلال وارتفاعات الأرض
- تحليل دقيق للموقع جغرافيًا وهندسيًا

بيانات شاملة ومتكاملة

- عرض بيانات البنية الأساسية (كهرباء، مياه، اتصالات، طرق)
- ربط فوري مع أنظمة الرصد المناخي ومحطات الطقس
- دمج البيانات الهندسية والمناخية والبيئية في نظام واحد
- إتاحة بيانات الأراضي والمخططات بشكل موحد وواضح



خدمات هندسية وقانونية

- طباعة الخرائط والكروكيات وفق معايير معتمدة
- إمكانية طباعة الرسم المساحي وفق المعايير القانونية المعتمدة في المناطق

Engineering and Legal Services

- Printing maps and sketches according to approved standards
- Ability to print cadastral drawings in accordance with the approved legal standards in the zones

