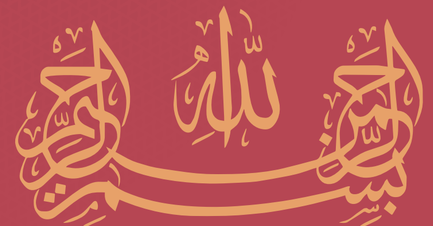
مدائن
madayn

رؤية عمان 2040
تقدم بثقة
Moving Forward with Confidence



Annual Report
2021

madayn.om





The past five decades have witnessed a great transformation in building a modern state, establishing advanced infrastructure, all over the country, under the leadership of the architect of modern Oman, the late His Majesty Sultan Qaboos Bin Said Bin Taimur, and with the efforts of loyal people of Oman. We would like to voice our appreciation for their endeavours to promote Oman's prosperity and stature.

We will proceed along the path of development and we will continue the blessed renaissance march as the late Sultan wished it to be. Conscious of the immense responsibility, we reaffirm that Oman will always remain our supreme goal, in all actions and pursuits. We call upon all citizens, without exception, to safeguard the gains of the blessed renaissance, and effectively contribute in maintaining the triumphant parade, relying on the Almighty Allah's assistance and support.

His Majesty Sultan Haitham Bin Tarik



Public Establishment for Industrial Estates - Madayn
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Introduction

For more than two decades, Madayn has been keen to provide the most important data and information regarding its operations and investment activities; in a way that serves all investors, planners and decision makers in reaching the right information. In light of the gradual transition of society towards digital environments, such information will enable the same to know the best potential and business needs, which makes statistical data of clear economic importance. Hence, Madayn is pleased to issue the new version of 2021 of its annual book. Such book reviews the various digital indicators of Madayn, and data related to Madayn 's activities, whether in investments and nationalized projects, in the logistics field, or in the sectors of investor services, social activities and human resources, as well as digital transformation.

Since Madayn's Vision 2040 is the comprehensive reference for all efforts operating within Madayn, the annual book aims to reflect such vision and monitor the levels of progress therein, whether at the level of strategic goals or institutional goals. Accordingly, the general indicators reflect this progress in achieving the vision. The work environment in Madayn is renewable in nature, as different variables occur each time that are worthy of being monitored and documented. The data contained here are be necessary to review such developments, which includes new figures, growth rates, levels of improvement in projects and initiatives, the volume of investments, manpower, Omanization rates, and leased and vacant areas distributed to industrial cities in Madayn.

Coinciding with the development of new industrial cities, all the indicators resulting from the work in Madayn during 2021 reflected uneven growth in various fields, including Mahas Industrial City and Ibri Industrial City that are among the cities covered by the scope of Madayn 's work. The data of the two cities are announced by Madayn for the first time in its periodic reports and included herein, in addition to the logistic data from the Nafith and the Free Zone in Al-Mazunah. Work in the other new industrial cities of Thumrait, Shanas and Al-Madibi is under process, hopefully, the related data will be provided during the coming period.

Not only does the report monitor development indicators, but it also documents other activities that come as a result of the strategic objectives related to community support and public service. Furthermore, it covers the charity efforts, voluntary campaigns, and social initiatives of Madayn in dealing with the Corona pandemic and the associated preventive measures, in addition to the efforts related to containing the effects of Cyclone Shaheen. Through all these social activities, Madayn emphasizes the pivotal role of the social responsibility in achieving the aspirations of the government through the Oman Vision 2040, in which society is a fundamental pillar, around which various axes of development revolve.

Upon issuing this annual book, we would like take the opportunity to emphasize the future aspirations of Madayn, which are based on deliberate visions and plans to help us provide a better environment for investment in the industrial sector in the Sultanate, upgrade the same and use the best possibilities for its development. Such process shall be conducted along with the ongoing improving of the level of efficiency, quality and flexibility in providing services and measuring the impact of projects, in line with Madayn 's aspirations and the priorities of Oman Vision 2040.

Board Members



Dr. SALEH SAID SALIM MASAN

Undersecretary for Commerce and Industry -
Ministry of Commerce, Industry & Investment Promotion

Chairman of the Board



HUSSAIN SALMAN GHULAM ALLAWATI

Chairman of Bin Salman Group
Companies

Board Member



COL. SAID KHAMIS AL GHAITHI

Director General of Customs
Royal Oman Police

Board Member



HAMAD ALI SALIM ALMANTHERY

Director General of Administration and Finance Affairs –
Ministry of Energy and Minerals

Board Member



EID KHAIR MOHAMED ALBALUSHI

Chief Corporate -
Oman Development Bank

Board Member



ABDULLAH ALI KHALIFA ALSHAFII

Chairman of the Board of Directors
Oman Chamber of Commerce & Industry North Batinah Govemorate

Board Member



Hisham Salim Abdullah Al Humaidi

Assistant General Manager of Financial Planning Directorate -
Ministry of Finance

Board Member



IBRAHIM KHAMIS SALIM ALBALUSHI

Sr. Assistant General Management –
SME & Regional Corporates, Bank Muscat

Board Member



Faisal Abdullah Al Oraimi

Director of General Directorate of Legal Affairs
Madayn

Secretary of the Board of Directors



Dr. SALEH SAID SALIM MASAN

Undersecretary for Commerce and Industry -
Ministry of Commerce, Industry & Investment Promotion

Chairman of the Board

Chairman's Message

On behalf of myself, the board members, the executive management, and all staff of the Public Establishment for Industrial Estates (Madayn), I am pleased and honored to present Madayn's 2021 Annual Report. The indicators of the report confirm the ability of Madayn to adapt to economic data through the incremental growth in digital statistics that the Madayn aims to achieve. Among the most prominent results achieved during the year 2021 are the followings:

- By the end of 2021, The cumulative investment in various industrial cities reached (6.893) billion Omani riyals, with an increase of (108) million Omani riyals compared to the volume of investment at the end of 2020.
- The number of workers in industrial cities of Madayn reached approximately (55870), with an Omanization rate of (38%).
- By the end of 2021, the cumulative number of projects in Madayn at various execution phases touched (2255) projects, with an increase of (3.4%) compared to the number of projects at the end of 2020.

The great efforts made by Madayn in partnership with the rest of the government bodies have resulted in a remarkable turnout for the industrial investment in the Sultanate. Madayn has succeeded in highlighting and promoting the advantages and incentives that characterize its industrial cities. Thus, it leads to attracting major industrial companies as well as many value-added investments for Omani industrial investment. This is in addition to making great progress in the field of its partnerships with the bodies supporting this sector. Madayn applies a strategy focusing on attracting more quality industries, increasing the size of private sector investments and the number of productive plants, as well as the competitive rates of their exports and their share in the gross domestic product (GDP) of Manufacturing industries for non-oil products. Furthermore, Madayn works on providing more job opportunities for the citizens in its industrial cities. This is in addition to establishing an appropriate work environment for Omani women, who will play a key role in the coming period.

In this regard, Madayn will ,if Allah wills, continue its efforts to strengthen its position as a leader in the industrial sector at the local and international levels by providing the best products and services to investors. Asking the Almighty to bless our progress and guide us through the service of the nation under the inspiring leadership of His Majesty Sultan Haitham bin Tariq.



HILAL BIN HAMAD AL HASANI

Chief Executive Officer

CEO's Message

2021 is another year of excellence in the march of Madayn and completing further achievements despite the consequences of the pandemic. We are proud of the positive figures and indicators achieved on the ground, as the inauguration of the Madayn Vision 2040 represents the culmination of the efforts made by everyone during the previous period in order to unify visions and aspirations and to go hand in hand with the Oman Vision 2040.

At first, we aspired to achieve (59%) of the strategic objectives of the institutional vision; however, our achievements have amounted to (64%) thereof, accompanied by an increase in the Omanization rate among the workforce in Madayn to reach (38%), as well as a growth rate in the volume of investment have reached (1.6%). This is in addition to a growth in the number of projects settled in various industrial cities by (3.4%). Such rates are considered good in light of the decline in global and regional markets, this increase in the volume of investment equals a total of (108) million Omani riyals compared to the end of last year 2020. The volume of investments reached (6.893) billion Omani riyals, and the number of new projects during the year reached (252) projects with a total of (2255) projects.

2021 also witnessed various works and projects that should be mentioned, including the inauguration of the application of booking appointments to complete transactions in Masar Service Centers and commencement of the operation of Ibri and Mahas industrial cities. The number of projects in the two cities reached (23) projects, and the logistical data on Nafith project and the free zone in Maseunna has been announced for the first time. This is in addition to other work related to social responsibility efforts, the media center and the draft operations manual, which resulted in the adoption of the policy of improving and engineering procedures, as well as linking policies to procedures for (457) operations of Madayn, all of which are commendable efforts.

In this regard, we would like to mention the growing role played by data in the business world today, which puts institutions in front of a reality that requires more attention and focus on developing methods of dealing with such data due to their interactive role in planning and decision-making. Madayn has worked hard to confirm the same in the document of Madayn vision of 2040, as the data included therein played a great role in deepening transparency and innovation as areas based on the data. At the same time, we would like to emphasize that we still have a plenty of work to improve our experience in dealing with the various types of data produced by Madayn activities, reaching an advanced level in linking strategic decisions to data, and addressing the shortcomings in the life cycle of these data. We are carrying out more than one initiative to improve it and take care of methods of collecting, analyzing and extrapolating the same.

Furthermore, we would like to highlight that our achievements are the result of tireless effort and teamwork among the various directorates and departments in the Establishment, in a way that serves our strategic objectives and our plans to stimulate the industrial investment sector in the Sultanate and overcome the effects of the pandemic, which has left its mark in various business sectors locally and internationally. Hence, we would like to express our gratitude for everyone, wishing further successes while achieving our aspirations through the existing and upcoming strategic plans and projects, God willing.

Madayn March 1993 - 2021

Royal Decree No. 51/83

Establishing Rusayl Industrial City Authority

1983
Establishment of Al - Rusayl industrial estate authority

1985
Al - Russayl opening

1992
Sohar Industrial City

1992
Raysut Industrial City

Royal Decree No. 4/93

Establishing the Public Establishment for Industrial Estates

1994
Nizwa Industrial City

1998
Al - Buraimi Industrial City

1999
Sur Industrial City

2003
Knowledge Oasis

2005
Mazunah Free Zone

2010
Samail Industrial City

Royal Decree No. 32/2015

Promulgation of System of the Public Establishment for Industrial Estates

2017
Tenders Regulations as per Decision No. 11/2017

2017
The Investment Regulations in the Public Establishment of Industrial Estate as per Decision No. 220/2017

2017
The Regulations on Administrative Violations and Sanctions as per Decision No. 219/2017

2018
Ibri Industrial City

2018
Mahas Industrial City

2018
Thumrait Industrial City

2018
Mudhaibi Industrial City

2018
Shinas Industrial City

2018
Transfirming Al - Rusayl into a company managed by Mubadarah

2019
Seeh Al Sarya Industrial City

2019
Establishment of OMINVEST (Mubadarah)

2021
Establishment of Mizah

2021
Inauguration of Madayn Vision



03

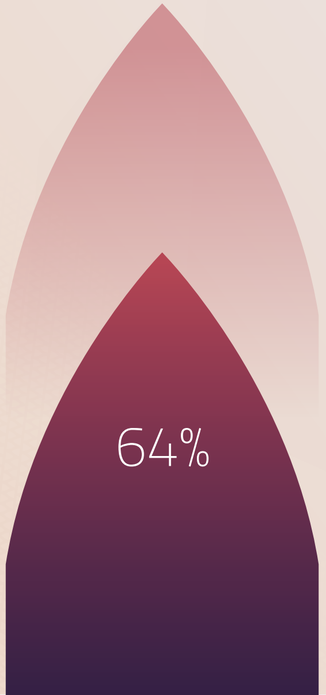
Numeric Indicators (Madayn Achievements, 2021)

Madayn Vision in Numbers

National Priorities	07
National and Strategic Objectives	08
Institutional Objectives	26
Total Number of Projects & Initiatives	227
Completed Projects & Initiatives	51
Ongoing Projects & Initiatives	123
Uncompleted Projects & Initiatives	52
Strategic Indicators	40



Completion Rate



Achievement of Projects & Initiatives Rate, 2021

Strategic Objective	Relative Weight	Planned Completion Rate	Completion Rate	The final Result
Growth and sustainability of infrastructure and superstructures	30 %	26.82 %	53.3 %	16 %
Growth of revenues & profits and diversification of their sources	30 %	0.52 %	60 %	18 %
Partnership with the private sector and privatization	10 %	5.99 %	35.5 %	4 %
Excellence in service delivery and creativity in business development	10 %	12.76 %	65.5 %	7 %
Learning, maximizing human capital and providing employment opportunities	5 %	4.43 %	80 %	8 %
Preserving the environment and diversifying energy sources	5 %	6.25 %	67.9 %	3 %
Keeping legislation in line with the requirements of business .and affected persons	5 %	1.04 %	73.7 %	4 %
Enhancing social responsibility in the sector	5 %	1.30 %	71.2 %	4 %
	100 %	**59 %**		**64 %**

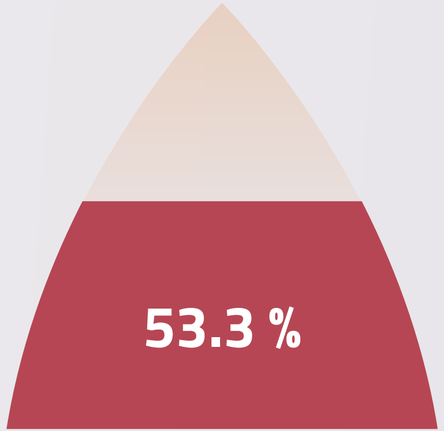
Strategic Objective 1

Growth and sustainability of infrastructure and superstructures

Institutional Objectives

1. Adequacy and sustainability of infrastructure and superstructure
2. Expanding the establishment of business cities in all Sultanate governorates
3. Raising the competitiveness of cities to match the requirements of various investment activities
4. Ongoing development of Madayn›s identity

Total Number of Projects & Initiatives	103
Completed Projects & Initiatives	21
Ongoing Projects & Initiatives	59
Uncompleted Projects & Initiatives	23
Strategic Indicators	05



Completion Rate

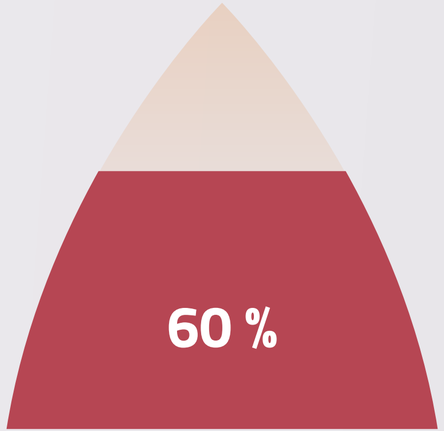
Strategic Objective 2

Growth of Revenues & Profits and Diversification of their Sources

Institutional Objectives

1. Dependence on self-financing and completely stop seeking funding from the MOF
2. Stimulating investors and financial institutions to participate in directed/ specialized investment funds

Total Number of Projects & Initiatives	02
Completed Projects & Initiatives	01
Ongoing Projects & Initiatives	01
Uncompleted Projects & Initiatives	00
Strategic Indicators	06



Completion Rate

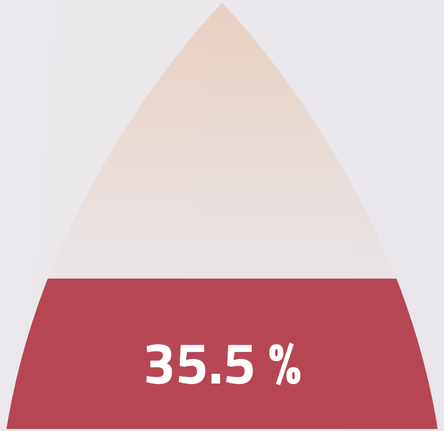
Strategic Objective 3

Partnership with the Private Sector and Privatization

Institutional Objectives

1. Granting the private sector the tasks of development and operation, while limiting the role of Madayn in regulation and supervision
2. Stimulating the private sector to contribute to inclusive economic and social development
3. Encouraging the private sector to invest in development of infrastructure & superstructure and mega-projects in new cities, in addition to the expansion of existing cities
4. Enhancing the capacity of local developers
5. Privatization of service and operational processes management
6. Diversity of investment opportunities for the private sector

Total Number of Projects & Initiatives	23
Completed Projects & Initiatives	04
Ongoing Projects & Initiatives	15
Uncompleted Projects & Initiatives	04
Strategic Indicators	05



Completion Rate

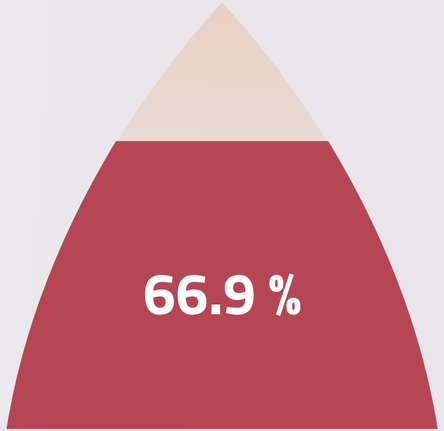
Strategic Objective 4

Excellence in Service Delivery and Creativity in Business Development

Institutional Objectives

1. Proficiency in providing government services to investors through the continuous development of government processes and procedures, in addition to increasing the frequency of communication with all partners
2. Upgrade management practices to meet business needs and requirements
3. Providing a work environment that meets the requirements of a decent life

Total Number of Projects & Initiatives	49
Completed Projects & Initiatives	16
Ongoing Projects & Initiatives	25
Uncompleted Projects & Initiatives	08
Strategic Indicators	05



Completion Rate

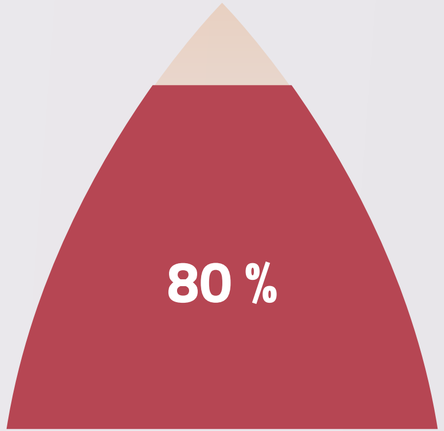
Strategic Objective 5

Apply the Concept of Learning System to Qualify and Upgrade Omani Cadres to Improve the Labor Market and Continue Providing New Employment Opportunities

Institutional Objectives

1. Qualifying future youth leaders
2. Providing new employment opportunities and enhancing the national workforce opportunity
3. Support and adoption of Omani innovators

Total Number of Projects & Initiatives	17
Completed Projects & Initiatives	01
Ongoing Projects & Initiatives	03
Uncompleted Projects & Initiatives	13
Strategic Indicators	05



Completion Rate

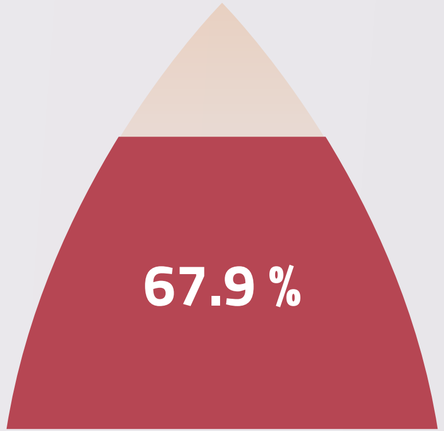
Strategic Objective 6

Preserving the Environment and Diversifying Energy Sources

Institutional Objectives

1. Environmental preservation
2. Providing an appropriate mix of different energy sources
3. Keeping pace with global standards and ensuring the safety of natural resources

Total Number of Projects & Initiatives	24
Completed Projects & Initiatives	06
Ongoing Projects & Initiatives	14
Uncompleted Projects & Initiatives	04
Strategic Indicators	04



Completion Rate

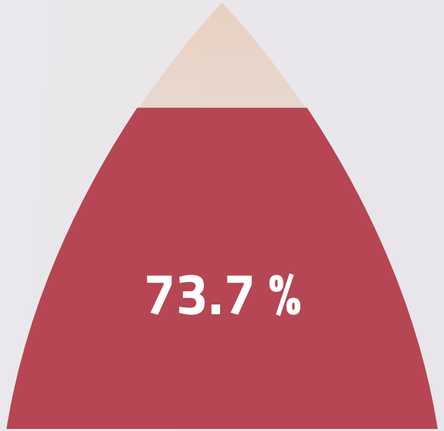
Strategic Objective 7

Keeping Madayn Legislation in line with Business Requirements and Changes and Ensure its Implementation by the Concerned Authorities

Institutional Objectives

1. Keeping in line with the legislation of Madayn to comply with the requirements and variables of the business environment
2. Transparency and fairness of investment opportunities

Total Number of Projects & Initiatives	04
Completed Projects & Initiatives	01
Ongoing Projects & Initiatives	03
Uncompleted Projects & Initiatives	00
Strategic Indicators	01



Completion Rate

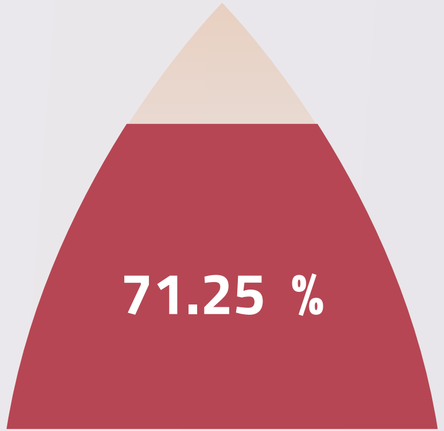
Strategic Objective 8

Enhancing Social Responsibility in Industrial and Specialized Cities

Institutional Objectives

1. Promoting business handling programs among SMEs
2. Providing a stimulating business environment for SMEs
3. Enhancing the concept of social responsibility among companies operating or investing in industrial cities

Total Number of Projects & Initiatives	05
Completed Projects & Initiatives	02
Ongoing Projects & Initiatives	02
Uncompleted Projects & Initiatives	01
Strategic Indicators	00



Completion Rate



The most prominent projects and initiatives and their rates of achievement

- The project of completion the establishment of an integrated commercial center to serve investors in Samail Industrial City has been completed by 100%
- The project of completion development of the forth phase in Raysut Industrial City 600,000 m2 has been completed by 100%
- An expansion of the marine area of Sur Governorate by 66 million was obtained and the Property Mulkiya and kruki were issued, the completion rate amounted to 100%.
- Completion of the establishment of an integrated commercial center to serve investors in the free zone in Al-Mazunah with a completion rate of 70%
- Completion of the development of the free zone in Al-Mazunah, as well as the establishment of a sewage station, the completion rate amounted to 91%
- Preparing an atlas for the investment map of business cities (investment atlas), establishing a database of investment opportunities, and preparing a guide of small, medium and micro investment opportunities in industrial cities. The implementation rate of the initiative reached 95%
- Installation of photovoltaic power stations in Sohar Industrial City with a completion rate of 30%
- The geographical mapping system, the completion rate of the project reached 80%.
- The institutional excellence project, the completion rate of the project reached 30%.
- The investment window project (Masar) was completed in the following cities: Nizwa, Al-Buraimi, Sur, Raysut, the completion rate of the project in the city of Samail reached 70%.
- Economic feasibility studies have been prepared for 50 investment opportunities in industrial cities, and the completion rate reached 100%.



04

Madayn in Figures

11
Industrial, technical and free cities

3
New industrial cities

2,255
Total number of localized projects

1,306
Industrial projects

149
Technical projects

492
Commercial projects

282
Service and logistics projects

26
Real estate and residential projects

1,732
Existing projects

6.89
Billion OMR Total Investment volume

21,124
National workforce

55,870
Total workforce

155
Million m² Total area

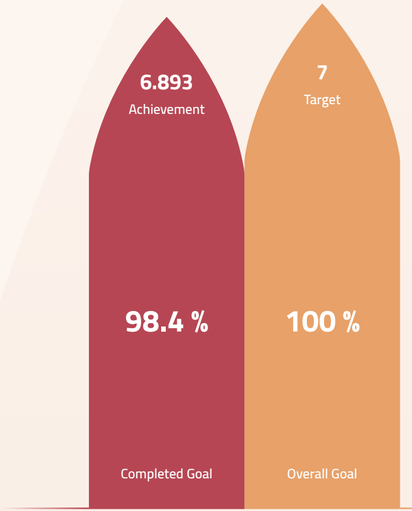
133
Million m² Total area of existing cities

34.44
Million m² Total leased area of existing cities

38%
Occupancy rate of cities

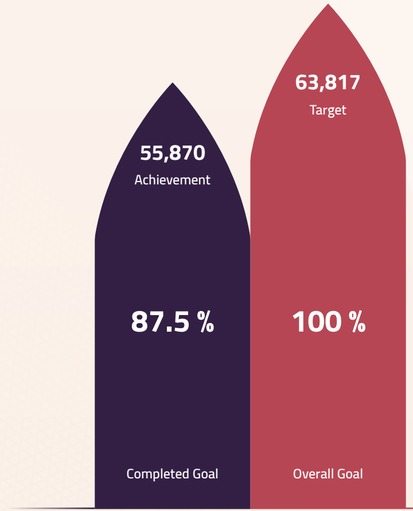


Volume of Investments



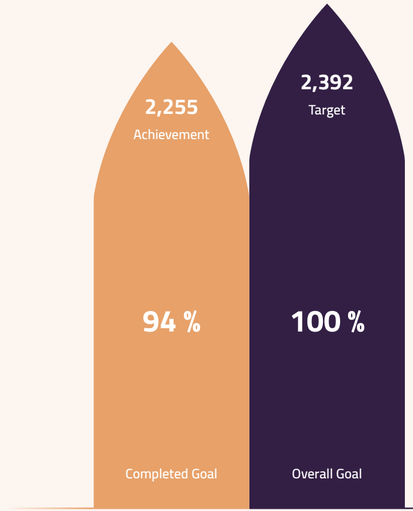
Achievement percentage towards the target of gross volume of investments for the year 2021

Workforce



Achievement percentage towards the target of the Total Workforce for the year 2021

Projects



Achievement percentage towards the target of the Total Number of projects for the year 2021



Volume of Investments

Total Volume of Investments for Localized Projects in Madayn, 2021

Industrial Cities	The Volume of Investments until the End of 2020	The Volume of Investments until the End of 2021	Growth Rate	Percentage Change
Al-Rusayl	748,036,584	751,713,698	3,677,114	0.49%
Sohar	2,206,376,684	2,243,423,014	37,046,330	1.68%
Raysut	439,001,459	442,038,459	3,037,000	0.69%
Sur	2,048,357,858	2,058,572,858	10,215,000	0.50%
Nizwa	543,351,620	544,186,620	835,000	0.15%
Al-Buraimi	226,307,705	229,592,705	3,285,000	1.45%
Samail	169,561,935	178,268,990	8,707,055	5.14%
Knowledge Oasis	283,481,446	289,198,446	5,717,000	2.02%
Al-Mazunah	120,667,453	121,902,453	1,235,000	1.02%
Ibri	0	4,635,000	4,635,000	-
Mahas	0	30,000,000	30,000,000	-
Total	6,785,142,744	6,893,532,243	108,389,499	1.6%



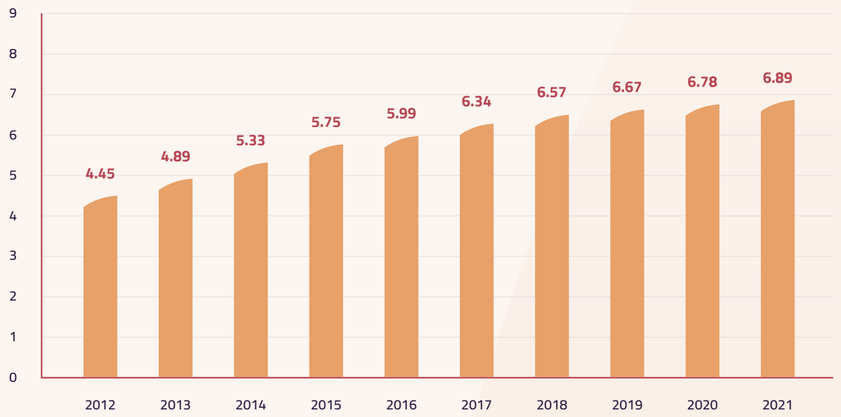
1.6%

Total volume of investments growth rate amounted to the end of 2021 compared to 2020

2021 **6.89 Billion**

2020 **6.78 Billion**

Growth Rate of Total Investments in Madayn in billion OMR, 2012 – 2021



- The total volume of investments at the end of 2021 amounted to **6.89 Billion OMR** compared to **4.45 billion OMR** at the end of 2012.
- The average Annual Growth Rate (AAGR) from 2012 to the end of 2021 amounted to **5.97 Billion** approximately.

Total Volume of Investment Achieved for Cities Compared to the Target, 2021

City	Target	Achieved	Achievement Percentage
Al-Rusayl	33,000,000	3,677,114	11%
Sohar	72,000,000	37,046,330	51%
Raysut	25,000,000	3,037,000	12%
Sur	15,000,000	10,215,000	68%
Nizwa	18,750,000	835,000	4%
Al-Buraimi	24,000,000	3,285,000	14%
Samail	15,000,000	8,707,055	58%
Knowledge Oasis	3,750,000	5,717,000	152%
Al-Mazunah	6,449,009	1,235,000	19%
Ibri	2,500,000	4,635,000	185%
Mahas	32,500,000	30,000,000	92%
Total	**247,949,009**	**108,389,499**	**44%**





Workforce

National Workforce Distribution

City	Male		Female		Total	
	Nos.	Percentage	Nos.	Percentage	Nos.	Percentage
Al-Rusayl	5,829	27%	1,387	6%	7,216	33%
Sohar	3,582	27%	859	7%	4,441	34%
Raysut	835	22%	351	9%	1,186	32%
Sur	1,306	47%	265	10%	1,571	56%
Nizwa	2,765	47%	185	3%	2,950	50%
Al-Buraimi	399	23%	82	5%	481	27%
Samail	395	22%	84	5%	479	26%
Knowledge Oasis	1,818	49%	730	20%	2,548	69%
Al-Mazunah	190	17%	3	0%	193	17%
Mahas	58	37%	1	1%	59	38%
Total	**17,177**	**31%**	**3,947**	**7%**	**21,124**	**38%**

Expatriate Workforce Distribution

City	Male		Female		Total	
	Nos.	Percentage	Nos.	Percentage	Nos.	Percentage
Al-Rusayl	14,393	66%	175	1%	14,568	67%
Sohar	8,696	66%	56	0%	8,752	66%
Raysut	2,487	67%	54	1%	2,541	68%
Sur	1,164	42%	51	2%	1,215	44%
Nizwa	2,887	49%	10	0%	2,897	50%
Al-Buraimi	1,266	72%	3	0%	1,269	73%
Samail	1,351	74%	5	0%	1,356	74%
Knowledge Oasis	1,037	28%	93	3%	1,130	31%
Al-Mazunah	921	83%	0	0%	921	83%
Mahas	97	62%	0	0%	97	62%
Total	**34,299**	**61%**	**447**	**1%**	**34,746**	**62%**

Total Workforce Distribution

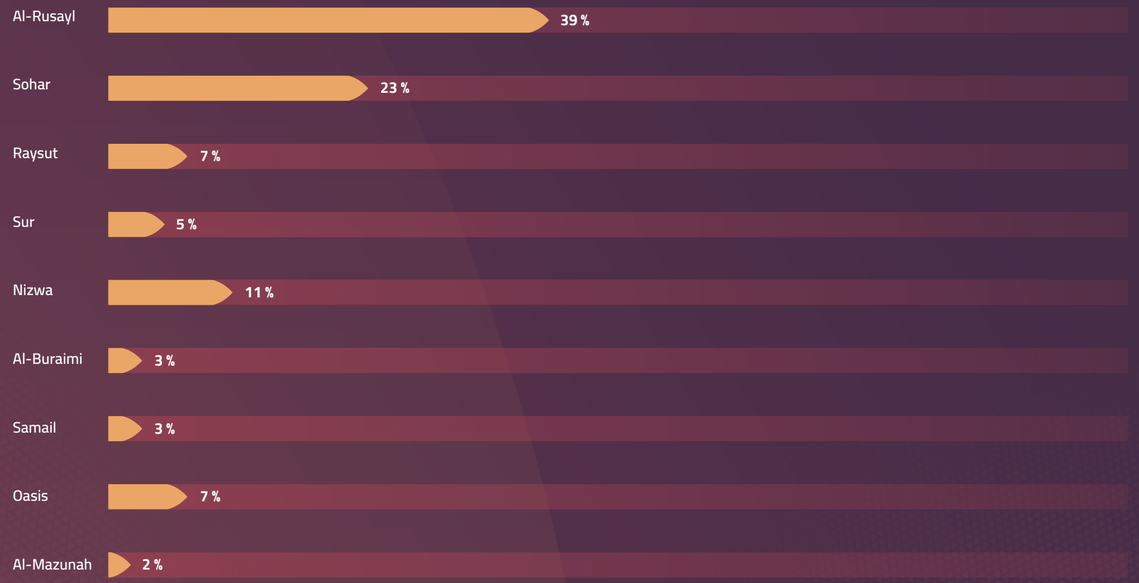
City	Male		Female		Total
	Nos.	Percentage	Nos.	Percentage	
Al-Rusayl	20,222	93%	1,562	7%	21,784
Sohar	12,278	93%	915	7%	13,193
Raysut	3,322	89%	405	11%	3,727
Sur	2,470	89%	316	11%	2,786
Nizwa	5,652	97%	195	3%	5,847
Al-Buraimi	1,665	95%	85	5%	1,750
Samail	1,746	95%	89	5%	1,835
Knowledge Oasis	2,855	78%	823	22%	3,678
Al-Mazunah	1,111	100%	3	0%	1,114
Mahas	155	99%	1	1%	156
Total	**51,476**	**92%**	**4,394**	**8%**	**55,870**



Total number of workforce in Madayn
during 2021 amounted to

55,870 Workers

Workforce Numbers Percentage Distribution of Total Workforce, 2021



Total Number of National Workforce in Madayn

21,124

Total Number of National Workforce in the Private Sector

266,799

Total number of the national workforce in industrial cities – Madayn amounted to **8%** approximately until the end of 2021

Total Number of Workforce in Madayn

55,870

Total Number of Workforce in the Private Sector

1,398,325

Total number of workforce in industrial cities– Madayn amounted to **4%** approximately until the end of 2021 out of the total number of workforce in the private sector in the Oman until the end of 2021.

***Source:** Monthly Statistical Bulletin - January 2022 /NCSI

https://www.ncsi.gov.om/Elibrary/LibraryContentDoc/bar_Monthly%20Statistical%20Bulletin%20December%202021_6cff0676-75cd-425c-9de5-fd2d8108fca1.pdf

or scan to Download

Total Number of Workforce until the End of 2021 in industrial cities Compared to the Number of Workforce until the End of 2020

City	Workforce until the end of 2020	Workforce until the end of 2021	Percentage Variance
Al-Rusayl	22,209	21,784	-2%
Sohar	15,923	13,193	-17%
Raysut	3,182	3,727	17%
Sur	2,791	2,786	0%
Nizwa	6,318	5,847	-7%
Al-Buraimi	1,630	1,750	7%
Samail	1,650	1,835	11%
Knowledge Oasis	4,425	3,678	-17%
Al-Mazunah	1,038	1,114	7%
Mahas	0	156	-
Total	**59,166**	**55,870**	**-5.57%**

The decline in the indicator of the total workforce number for 2021 Compared to 2020

▼ 5.57%

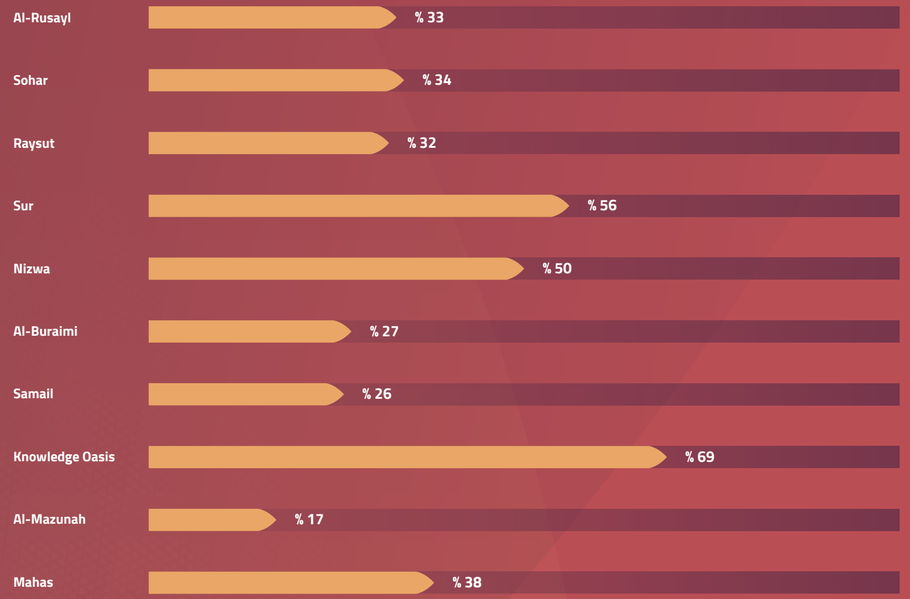
Note:
The decline in total workforce numbers is due to the impact of the pandemic on the operating companies and the economic conditions



Total Number of Workforce in Madayn 2012 – 2021

City	National	Expatriate	Total
Al-Rusayl	7,216	14,568	21,784
Sohar	4,441	8,752	13,193
Raysut	1,186	2,541	3,727
Sur	1,571	1,215	2,786
Nizwa	2,950	2,897	5,847
Al-Buraimi	481	1,269	1,750
Samail	479	1,356	1,835
Knowledge Oasis	2,548	1,130	3,678
Al-Mazunah	193	921	1,114
Mahas	59	97	156
Total	**21,124**	**34,746**	**55,870**

Omanization Rate of the Workforce until the End of 2021





Omanization rate amounted in the end of 2021

Total Number of Workforce (National, Expatriate) Until the End of 2021

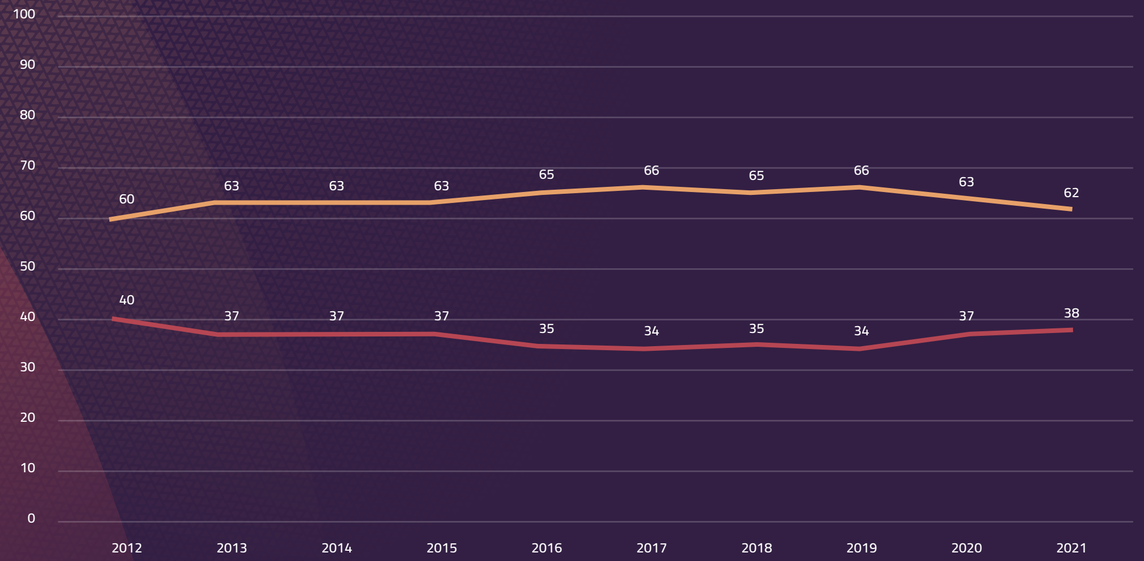


Total number of workforce

2012
33,664 workers

2021
55,870 workers

Percentage Distribution of Workforce (national, expatriate) 2012 - 2021



36.4% Is the average percentage of Omanization workforce in industrial cities over the past 10 years.

Expatriate Workforce Percentage %

National Workforce Percentage %



Localized Projects

Number of Projects in Terms of Construction Stage by the End of 2021

City	Current	Areas Allocated	In Progress	Overall
Al-Rusayl	267	40	37	344
Sohar	279	31	48	358
Raysut	145	16	50	211
Sur	118	7	2	127
Nizwa	131	11	8	150
Al-Buraimi	419	15	0	444
Samail	74	25	49	148
Knowledge Oasis	189	4	6	199
Al-Mazunah	100	102	49	251
Mahas	0	12	1	13
محاس	10	0	0	10
Total	1,732	263	260	2,255

2,255

Total number of projects implemented in various stages in industrial cities

76.8%
Existing projects

11.7%
Allocated with space

11.5 %
Under implementation





Number of Projects of Industrial Cities in 2021 Compared to 2020

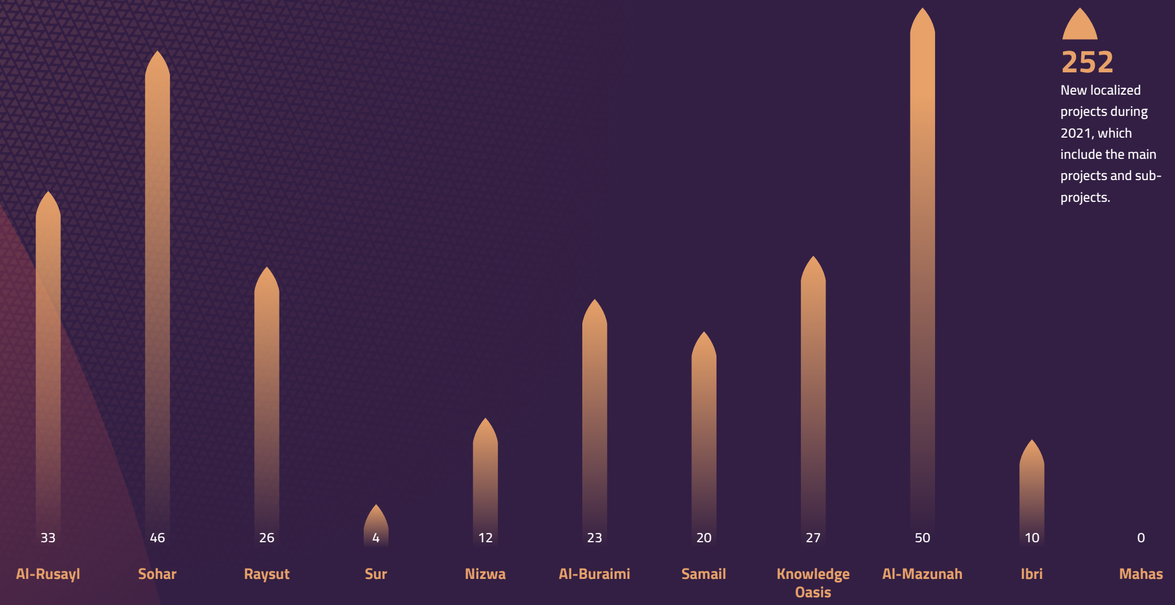
City	Projects until the End of 2020	Projects until the End of 2021	Variance Percentage
Al-Rusayl	341	344	0.9%
Sohar	357	358	0.3%
Raysut	198	211	6.6%
Sur	115	127	10.4%
Nizwa	148	150	1.4%
Al-Buraimi	451	444	-1.6%
Samail	147	148	0.7%
Knowledge Oasis	209	199	-4.8%
Al-Mazunah	214	251	17.3%
Ibri	0	13	100.0%
Mahas	0	10	100.0%
Total	**2,180**	**2,255**	**3.4%**

The total number of projects increased by the end of the year

2020
2,180 Projects

2021
2,255 Projects

Number of New Projects in Industrial Cities, 2021



252
New localized projects during 2021, which include the main projects and sub-projects.



Numbers of Projects as per Investment Type until the End of 2021

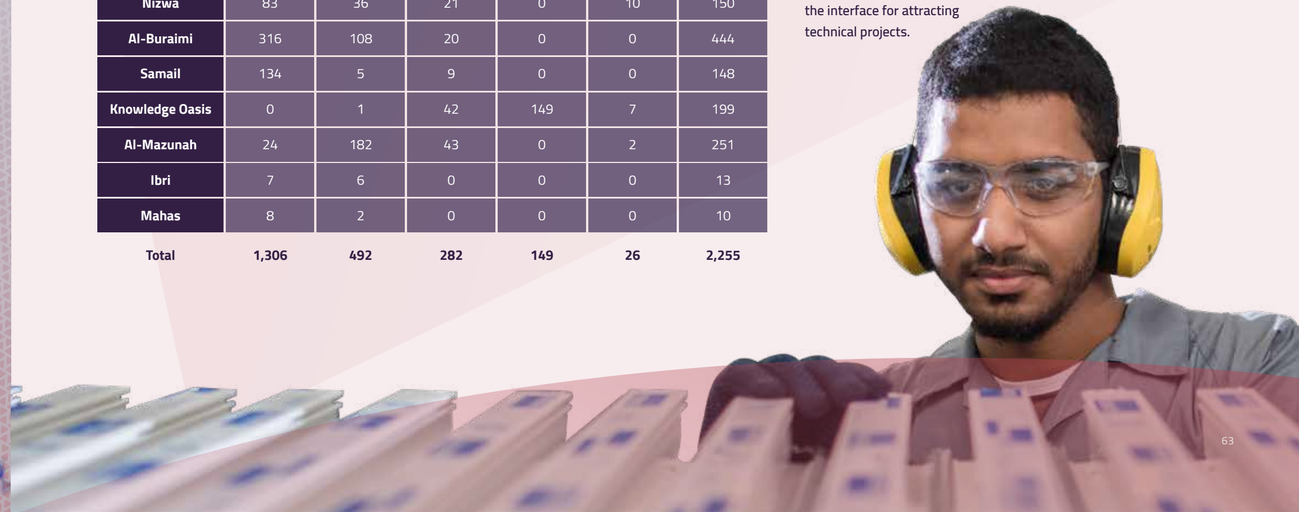
City	Industrial	Commercial	Service and Logistics	Technical	Residential and Real Estate	Total
Al-Rusayl	204	33	104	0	3	344
Sohar	276	59	22	0	1	358
Raysut	182	16	12	0	1	211
Sur	72	44	9	0	2	127
Nizwa	83	36	21	0	10	150
Al-Buraimi	316	108	20	0	0	444
Samail	134	5	9	0	0	148
Knowledge Oasis	0	1	42	149	7	199
Al-Mazunah	24	182	43	0	2	251
Ibri	7	6	0	0	0	13
Mahas	8	2	0	0	0	10
Total	1,306	492	282	149	26	2,255

57.9 %

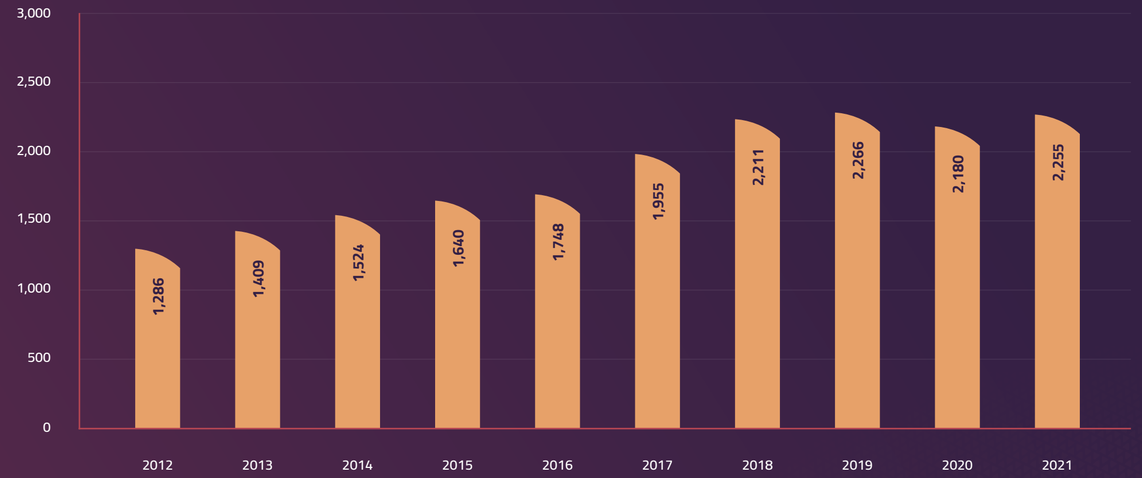
Industrial projects in the industrial cities out of the total number of projects for the year 2021.

149

technical projects based in the Knowledge Oasis as the interface for attracting technical projects.



Distribution of the Total Number of Projects in Industrial Cities from 2012 to 2021



▲ 1,847

Average growth rate for the total number of projects during 2021 and 2012

Proportion of Achieved Projects for Cities Compared to the Target for 2021

City	Target Projects	Completed Projects		Completion Percentage
		Main Projects	Sub-projects	
Al-Rusayl	22	14	19	64%
Sohar	36	30	16	83%
Raysut	20	18	8	90%
Sur	15	2	2	13%
Nizwa	15	6	6	40%
Al-Buraimi	24	22	1	92%
Samail	15	18	2	120%
Knowledge Oasis	15	12	15	80%
Al-Mazunah	40	33	17	83%
Ibri	5	10	0	200%
Mahas	5	1	0	20%
Total	**212**	**166**	**86**	**78%**

78%

percentage of attracting targeted projects amounted in 2021





Areas

Total Areas According to the Type of the Area until the End of 2021 in Sq.m.

City	Total Area	Developed Area					Non Developed Area				
		Leasable	leased	Vacant	Non-Leasable	Total	Leasable	leased	Vacant	Non-Leasable	Total
Al-Rusayl	10,864,310	4,754,273	4,567,880	186,393	2,009,627	6,763,900	0	0	0	0	4,100,410
Sohar	29,883,549	15,100,578	10,973,523	4,127,055	4,787,248.31	19,887,827	9,995,722.03	0	9,995,722.03	0	9,995,722
Raysut	4,018,975	3,264,563	3,032,248	232,316	617,867	3,882,430	102,545	29963.335	72,582	34,000	136,545
Sur	36,100,000	795,900	633,553	162,347	199,000	994,900	22,666,300	6,057,063	16,609,237	12,438,800	35,105,100
Nizwa	3,097,935	1,774,955	1,767,685	7,270	393,442	2,168,397	803,322	407,645	395,678	126,216	929,538
Al-Buraimi	14,247,614	3,428,094	1,651,529	1,776,565	2,108,675	5,536,769	8,710,845	0	0	0	8,710,845
Samail	7,773,876	5,613,242	2,128,743	3,484,498	2,160,634	7,773,876	0	0	0	0	0
Knowledge Oasis	759,566	288,482	248,197	40,285	0	288,482	186,035	62,572	123,463	0	186,035
Al-Mazunah	15,362,305	2,831,866	1,595,204	1,236,662	837,067	4,907,190	0	0	0	0	12,593,820
Mahas	1,548,821	0	0	0	0	0	1,161,616	148,496	1,013,120	387,205	1,548,821
Ibri	10,000,000	1,859,819	143,000	1,716,819	756,771	2,616,590	5,288,238	0	5,288,238	2,090,683	7,378,921
Thumrait	3,900,000	0	0	0	0	0	0	0	0	0	3,900,000
Al-Mudhaibi	13,000,000	0	0	0	0	0	0	0	0	0	13,000,000
Shinas	5,000,000	0	1,000,000	0	0	1,000,000	0	0	0	0	4,000,000
Total	**155,723,630**	**39,711,772**	**27,741,562**	**12,970,210**	**12,580,661**	**54,530,691**	**50,280,518**	**6,705,739**	**43,574,780**	**15,167,359**	**103,042,107**

155,723,630

m^2 is the total area of industrial cities in Madayn



Total Leased Areas in 2021 against Leased Areas in 2020 in Square Meter

City	Leased areas in 2020	Leased areas in 2021	Rate of Change
Al-Rusayl	4,589,130	4,567,880	-0.46%
Sohar	10,726,662	10,973,523	2.30%
Raysut	2,875,154	3,062,211	6.51%
Sur	6,580,384	6,690,616	1.68%
Nizwa	2,085,098	2,175,330	4.33%
Al Buraimi	1,634,361	1,651,529	1.05%
Samail	2,378,371	2,128,743	-10.50%
Knowledge Oasis	307,684	310,769	1.00%
Al Mazunah	1,597,082	1,595,204	-0.12%
Ibri	0	143,000	-
Mahas	0	148,496	-
Shinas	0	1,000,000	-
Total	32,773,926	34,447,301	5.11%

5.11%
is the rate of change of the total leased areas for the year 2021

1,673,375 square meters
is the increase in the leased areas for the year 2021

Occupancy Rates in Industrial Existing Cities until the End of 2021

City	Total area	Leasable area	Leased area	Vacant area	Occupancy rate
Al-Rusayl	10,864,310	4,754,273	4,567,880	186,393	96%
Sohar	29,883,549	25,096,300	10,973,523	14,122,777	44%
Raysut	4,018,975	3,367,108	3,062,211	304,898	91%
Sur	36,100,000	23,462,200	6,690,616	16,771,584	29%
Nizwa	3,097,935	2,578,277	2,175,330	402,948	84%
Al Buraimi	14,247,614	12,138,939	1,651,529	1,776,565	14%
Samail	7,773,876	5,613,242	2,128,743	3,484,498	38%
Knowledge Oasis	759,566	474,517	310,769	163,748	65%
Al Mazunah	15,362,305	2,831,866	1,595,204	1,236,662	56%
Ibri	9,816,590	7,148,057	143,000	7,005,057	2%
Mahas	1,548,821	1,161,616	148,496	1,013,120	13%
Total	133,638,221	89,992,290	34,447,301	56,544,990	38%

38%
of area utilization in all Industrial Cities is estimated



Other Statistics

Statistics of the Operational Management for the Year 2021

The total number of issued cadastral surveys

104

The total number of assignments in the Industrial Cities

30

The total number of certificates of completion of construction

39





Number of Permits and Licenses issued since 2021

City	Permits				Licenses			
	New	Renewed	Valid	Total	New	Renewed	Valid	Total
Al-Rusayl	27	4	25	56	26	194	0	220
Sohar	36	8	10	54	12	313	0	325
Raysut	6	4	19	29	0	0	0	0
Sur	13	3	16	32	7	37	37	81
Nizwa	16	6	2	24	48	0	0	48
Al Buraimi	34	0	5	39	19	65	0	84
Samail	38	7	27	72	54	0	0	54
Knowledge Oasis	64	4	7	75	2	59	0	61
Al Mazunah	0	0	0	0	26	38	91	155
Ibri	2	0	0	2	0	0	0	0
Mahas	0	0	0	0	0	7	0	7
Total	236	36	111	383	194	713	128	1,035

383
The total number of permits issued in 2021

1,035
The total number of business activities permits issued in 2021

Number of Permits and Licenses issued in 2021 compared to 2020

City	Permits		Licenses	
	2020	2021	2020	2021
Al-Rusayl	35	56	235	220
Sohar	1,282	54	104	325
Raysut	28	29	104	0
Sur	21	32	59	81
Nizwa	16	24	44	48
Al Buraimi	136	39	120	84
Samail	64	72	44	54
Knowledge Oasis	86	75	119	61
Al Mazunah	6	0	65	155
Ibri	0	2	0	0
Mahas	0	0	0	7
Total	1,674	383	894	1,035





05

Logistics Traffic in Madayn

Statistics of Nafith Project

Through Nafith Project @ Madayn, Nafith Logistics Services Company / Oman seeks to develop and operate the management system of the entry and exit of vehicles (trucks, small cars and individuals) across the gates of the Industrial Estates of Madayn. Madayn Access Management System (MAMAS). This is by means of providing various integrated technological and logistics solutions to achieve the project objectives, where the highest standards of quality and modern technology will be applied through designing and applying the system of the intelligent gates "i-Gates' and the electronic kiosk (e- kiosk).



Project Milestones

1. The first milestone: providing comprehensive, effective, safe and integrated solutions in order to organize, manage and control the entry and exit of the trucks and vehicles of the employees and visitors in the nine Industrial Estates of Madayn.
2. The second milestone: organizing, managing and controlling the entry and exit of the individuals in the nine industrial Estates of Madayn.

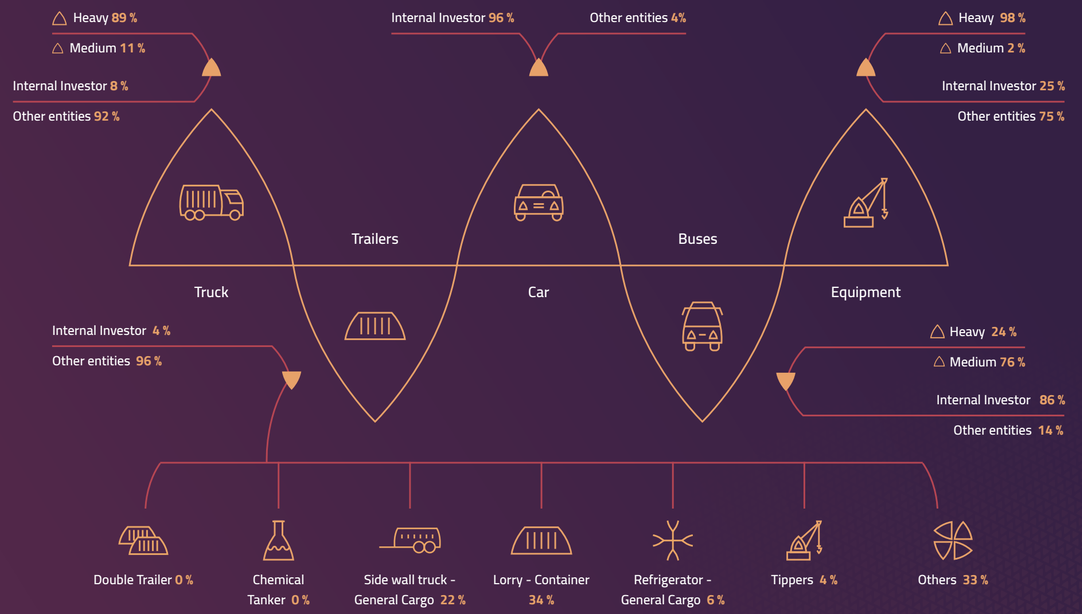
Services

1. Issuing entry permits for the personnel and visitors.
2. Issuing entry permits for vehicles (trucks, small vehicles and means of mass transportation).
3. Organizing the work of transport mediators and freight companies dealing with the investors in the zone.
4. Organizing the queuing and accommodation of trucks at the allocated parking lots.
5. Trucks weighing services.
6. Monitoring and controlling the movement of the means of transport and vehicles permitted to enter the zone and issuing the relevant reports.
7. Management of the zone gate, in terms of the entry of means of transport and vehicles and equipping them with the appropriate electronic systems, as well as handling the trucks and cars that are not permitted to enter the zone and directing the same to the exit gate.

Benefits of Nafith Project for investors

1. Improvement and simplification of the methods of communications with transport companies, owners and drivers of trucks through computer and mobile apps.
2. Promotion of the security system and accident management.
3. Increasing the effectiveness of clearing the freight and crossing time.
4. Reduction of the cost of transport and work complications and increasing effectiveness and efficiency.
5. Developing the effectiveness of trucks streamline and improving the traffic flow.
6. Improving the procedures, as well as the quality and circulation methods of information.
7. Maintaining roads, infrastructure and public safety factors
8. Reducing traffic jams.
9. Developing the decision-making process concerning the operations and strategic planning.
10. Using review data to turn information into reference points.
11. Access to the value-added services such as weighing cargo and the services of managing human resources and fleets.

Summary of Nafith System Statistics





Comparison between the Third and the Fourth Quarters of the Project (Recording the Entities and Trucks)

Period	Third quarter 2021		Fourth quarter 2021	
Investors recorded in the system	229		230	
Transport companies recorded in the system	2890		3162	
Owners and drivers recorded in the system	2913		3747	
Service providers recorded in the system	33		37	
Recorded Fleet	Heavy trucks	Medium-weight trucks	Heavy trucks	Medium-weight trucks
Investors' trucks	560	322	636	418
Trucks of transport companies and service providers	6381	154	7932	827
Individuals' trucks	1696	12	2345	157

Comparison between the Third and the Fourth Quarters of the Project (Summary of Movement at Entry Gates)

Period	Third Quarter 2021	Fourth Quarter 2021
Movement of trucks and heavy equipment	68113	72815 ▲
Movement of trucks and medium-weight equipment	33429	35097 ▲
Movement of large and medium buses	41591	44950 ▲
Cars traffic	437604	48922 ▲



Logistics Traffic in Al Mazunah Free Zone

Sum of the Entered Weights according to the Customs Center

Customs Center	Sum of Weights in Tons
Salalah Airport	918.00
Muscat International Airport	228.00
Al Buraimi Border Crossing	93.00
Al Mazunah Border Crossing	26,501.00
Al Wajajah Border Crossing	2,298.00
Hafeet Border Crossing	112,687.00
Shinas Port	311.00
Sohar Port	6,443.00
Salalah Port	346,223.00
Grand Total	495,698.00

Total Cost of the Entered Weights according to the Customs Center

Customs Center	Total Cost of weights (OMR)
Salalah Airport	562,344.00
Muscat International Airport	167,520,831.00
Al Buraimi Border Crossing	32,999.00
Al Mazunah Border Crossing	51,620,250.00
Al Wajajah Border Crossing	10,698,816.00
Hafeet Border Crossing	304,464,761.00
Shinas Port	72,407.00
Sohar Port	1,767,462.00
Salalah Port	79,594,691.00
Grand Total	616,334,561.00

Number of the Entered Vehicles according to the Customs Center

Customs Center	Number of Vehicles
Salalah Airport	88.00
Al Mazunah Border Crossing	63.00
Al Wajajah Border Crossing	4.00
Hafeet Border Crossing	10,018.00
Shinas Port	6.00
Sohar Port	411.00
Salalah Port	3,864.00
Grand Total	14,454.00

Sum of the Cost of the Entered Trucks according to the Customs Center

Customs Center	Sum of Cost-OMR
Salalah Airport	717,282.00
Muscat International Airport	2,670.00
Al Mazunah Border Crossing	457,595.00
Al Wajajah Border Crossing	21,528.00
Hafeet Border Crossing	33,578,451.00
Shinas Port	18,039.00
Sohar Port	1,116,335.00
Salalah Port	7,026,571.00
Grand Total	42,938,471.00

Sum of the Entered Weights by Months

01	January	35,515.71
02	February	39,638.65
03	March	44,742.34
04	April	25,163.20
05	May	20,507.61
06	June	22,123.27
07	July	19,836.82
08	August	20,722.83
09	September	24,297.08
10	October	201,752.34
11	November	20,918.99
12	December	20,478.49

Sum Total - 495.697.33 TON

Total Cost of the Entered Weights by Each Month

01	January	158,127,214.00
02	February	30,667,260.00
03	March	27,886,699.00
04	April	23,378,319.00
05	May	16,517,781.00
06	June	192,524,142.00
07	July	20,245,691.00
08	August	22,787,096.00
09	September	27,474,682.00
10	October	62,869,062.00
11	November	16,279,162.00
12	December	17,577,453.00

Sum Total - 616.334.561.00 OMR

Number of the Entered Vehicles by Months

01	January	962
02	February	872
03	March	871
04	April	814
05	May	602
06	June	1,182
07	July	1,039
08	August	2,718
09	September	2,494
10	October	1,207
11	November	874
12	December	819

Sum Total - 14.454 Vehicle

Total cost of the Entered Vehicles by Months

01	January	3,327,505
02	February	2,960,180
03	March	2,603,430
04	April	2,725,300
05	May	7,107,291
06	June	2,443,484
07	July	2,700,719
08	August	4,257,476
09	September	6,951,524
10	October	2,645,156
11	November	2,889,927
12	December	2,326,479

Sum Total - 42.938.471 OMR

A List of Tanker Trucks by Customs Borders

Customs Border	Number of Tanker Trucks
Salalah Airport	63
Muscat International Airport	128
Al Buraimi Border Crossing	4
Al Mazunah Border Crossing	1,424
Al Wajajah Border Crossing	87
Hatfeet Border Crossing	5,139
Shinas Port	10
Sohar Port	276
Salalah Port	8,687
Sum Total	15,818





06

Investors Services

Massar Center Services

The Center is a single-window system for investors which aims at facilitating and simplifying the procedures that the investors follow to obtain all approvals, permits and licenses required for their investment projects at one place in a specific time. This is with a view to constituting a system of integrated services that the investors need to generate an added value for an attractive investment environment in the Sultanate of Oman. Moreover, the Center contributes to following up on the distressed projects, in addition to providing value-added services such as consultations, funding and banking services, medical examination services, postal services and marketing and promotion services.

The Investor Services Center is responsible for providing services to investors, whether in the establishment of companies or post-establishment services. Its main objectives are:

- Gathering all government entities with which investors deal in one place to be able to obtain the approvals, permits and licenses necessary for the establishment and operation of companies through one site.
- Facilitating the investor's access to integrated and nearby services, and developing the same permanently.
- Overcoming the obstacles facing the investor through the presence of government entities with which the investor deals in one place and developing their work to gain the investor's satisfaction and improving the investment with regard to the ease of government procedures provided thereto.

The most important projects of the Center implemented during the year 2021

Opening the following Masar Services Centers

- Masar Services Center - Nizwa Industrial City
- Masar Services Center - Al-Buraimi Industrial City
- Masar Services Center - Al-Mazunah Free Zone
- Masar Services Center - Sur Industrial City
- Masar Services Center - Raysut Industrial City

Supportive government entities in Masar Services Centers

- Ministry of Commerce, Industry and Investment Promotion
- Ministry of Foreign Affairs
- Ministry of Labour (MoL)
- Oman Chamber of Commerce and Industry (OCCI)
- Al Raffd Fund- Sanad Offices



Services provided to investors through Masar Centers

Madayn Services E-Massar System	Services of Oman Chamber of Commerce and Industry	Services of the Ministry of Foreign Affairs	Services of the Ministry of Commerce, Industry and Investment Promotion (Invest Easy System)	Ministry of Labour (MoL)	Sanad Offices	Services of Oman Post
Registration of an investment requests	Extract Facility Certificate	Authentication on agencies, contracts, certificates and commercial invoices (commercial agency documents, commercial invoices, commercial contracts)	Approval, addition and amendment of commercial activities	Employment Permits (Authorizations)	Services of Ministry of Commerce, Industry and Investment Promotion	Issuing and managing postal addresses for all companies
Approval of plot surveys and plans	Authentication on invoices	Certificate of origin	Approval of industrial licenses requests	Renew Business Cards	Services of the Ministry of Labour	Send digital mail in groups or individually with proof of delivery for all Madayn industrial areas
Contractor and Consultant Registration	Authentication on agencies	A request for a replacement of a lost document	Approval of certificates of origin requests	Accreditation of investor applications	Services of the Ministry of Health	Tracking and proving delivery and calculating postal services invoices digitally through the system for easy handling of the payment method for monthly consumption.
Issuance of business activities permits	Authentication on commercial contracts		Creating and closing liabilities records	Transfer of investor's authorization	Royal Oman Police Services	Track the mail sent to all companies that fall under Madayn Industrial Areas.
Issuance of building and work certificates	Salary certificates authentication for foreign workers		Supervisory Records	Lifting the ban on investors	Services of the General Authority for Social Insurance, Public Prosecution Services	
Sub-contract Registration	Certificate of origin authentication for Eastern Asia and South Africa regions.		Approval of environmental studies applications.	Omanization percentage (%)	Services related to environmental and municipal permits.	
	Certificate of origin authentication for America and Europe		Environmental Approvals Extraction	Stetements of Labour		
	Renewal of membership certificates			The link between the investor and the ministry, and responding to inquiries and complaints		
	Issuance of a replacement					
	Updating the data of companies (changing the status and name)					

Some of the systems that were launched are

1 Foreordination Service via Madayn Booking App

The App offers the services of booking appointments to accomplish transactions at Masar Service Center by downloading (Madayn Booking) free App from the electronic stores (APP Store) or (Google Play) on smart phones.

2 Auditor Management Service at Masar Service Center- SEDCO





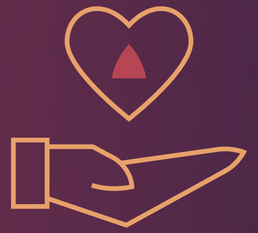
07

Madayn and Community

1 Social Responsibility

In order to solidify the concept of Social Responsibility among the companies operating and investing in the industrial estates, Madayn was keen on establishing programs as well as initiatives, with its partners, through formulating the Social Responsibility Strategy & Policy that befits the nature of Madayn's works and activities as well as those of the institutions falling within its geographical scope. Whereas that strategy has relied on international as well as regional methodologies and systems in the fields of sustainability and social responsibility such the United Nations Charter, Sustainable Development Goals, International Standard (ISO 26000) and the Social Return on Investment.





The following represents the most prominent social events and initiatives for the year 2021

1 Madayn Charity Campaign for 2021

The Madayn Charity Drive (Ramadan Charity Campaign) is organized on an annual basis with the aim of supporting low-income families in the local community by providing them with Omani food products. Additionally, Omani products were promoted, during the campaign, through coordination with a number of Omani factories to donate the essential Omani consumable products to low-income families in various wilayat (governorates) of the Sultanate, in addition to the products funded and contributed to the campaign by Madayn.

20 contributing companies

30 food products

The total number of food packages distributed throughout the campaign reached 2050 packages according to the following details:

Departments of Industrial Estates
(distributed in coordination with the Social Development Committees of the Wali' offices in the Wilayat that fall within the geographical scope of Madayn)
1700 food packages

The Oman Charitable Organisation
200 food packages

Madayn's Head Office Department
100 food packages

Volunteering Teams
50 food packages

Companies participating in Madayn Charity Campaign for the year 2021

- Mazoon Dairy Co.
- A'Saffa Foods
- Areej Vegetable Oils & Derivatives SAOC
- Oasis Water Company
- National Tea Company
- National United Dates Company
- The National Detergent Company
- Shahi Foods and Spices Co.
- Nizwa Food Industries
- Omani Packaging Co. (S.A.O.G)
- National Biscuit Industries Ltd. SAOG
- Oman Flour Mills Company (S.A.O.G)
- Oman Foodstuff Factory LLC
- Omani Vegetable Oils and derivatives Co.
- Al Bahja Group
- Danat A'zaman Company (Hospitality)
- Salalah Mills Co. (SAOG)
- Salalah Mills Co. (SAOG)
- Muscat Food Industries LLC.
- Al Ghazal International Co.



2 **"Iftar Sa'em" initiative in cooperation with the Faculty of Tourism, Hospitality Department**

3 **Voluntary campaign to help those affected by Cyclone Shaheen in 2021**

4 **"Hakeebati" Initiative for school children affected by Cyclone Shaheen in 2021**

5 thousand
school bags



2 Madayn's efforts in dealing with the Coronavirus pandemic

During the first phases of containment of the pandemic, Madayn focused its efforts at enforcing a set of internal measures, in cooperation with a number of relevant authorities, to raise the awareness of technical staff on the importance of using personal protective equipment, demonstrate how the infection is transmitted and the correct method to handle emergency cases. Additionally, the technical staff received training on how to monitor and inspect for precautionary measures and procedures in industrial establishments, as well as the participation of occupational health and safety supervisors in the implementation of precautionary measures to handle emergency cases during suspected and confirmed infections cases by implementing simulation drills.

Precautionary measures

- Dissemination of all decisions and recommendations of the Supreme Committee entrusted with the development of a mechanism for controlling the repercussions resulting from the spread of the Coronavirus (Covid-19) to employees and investors.
- Establishing an emergency room to monitor the all matters related to the repercussions of the Coronavirus (Covid-19).
- Forming an Epidemiological Investigation team, in cooperation with the Ministry of Health, the Ministry of Labor and other entities, to handle Covid-19 infections in the work environment, investigating infection cases in addition to those in contact with infected individuals and implement the adequate health measures in this regard.
- Conducting a remote training workshop using the "Zoom" application, which aims at familiarizing inspectors with inspection policies and procedures implemented in cases of infection, in addition to training them to forms used when taking legal action.

Media Efforts

- (1) Television hosting
- (3) News Reports
- (3) Television reports
- (1) Radio interview
- (2) Awareness Video (TV + social media)
- (More than (32) pieces of news concerning factories field visits
- More than (58) awareness publications designed and published
- Awareness Ad materials in Ramadan



Preventive measures and inspection

Total visits and procedures carried out during the year 2021

4415
Inspection visits

3487
Companies in compliance during visits

928
Warnings and directives to correct practices

133
Shutdowns

2088
Reports received by the emergency room

125
Violations

224
Sterilization processes



3 Madayn's efforts in handling the tropical cyclone " Shaheen"

The National Committee for Emergency Management, in coordination with specialists in the Public Establishment for Industrial Estates (Madayn), addressed the readiness of industrial facilities, especially industrial estates that are likely to be affected by the tropical cyclone. The Establishment took the necessary steps to contain the tropical cyclone " Shaheen' through the following:

- Activating the emergency system in Madayn and forming the main emergency committee, and its sub-committees for emergency in the industrial estates and the Knowledge Oasis Muscat.
- Establishing an operation room in the fourth building of Knowledge Oasis Muscat to be designated as the headquarters of the Committee to deal with the tropical cyclone "Shaheen', document communications, monitor observations, hold meetings and take appropriate decisions.
- Issuing and disseminating a circular to all investors and contractors through the social media of the Establishment regarding how to deal with the tropical cyclone "Shaheen', which included the need to activate the emergency and occupational safety plans within the facility and follow the instructions issued by the official authorities.
- Conducting a virtual meeting on the work plan of the Committee, the extent of full readiness to deal with the tropical cyclone " Shaheen', as well as the role of subcommittees in industrial estates likely to be affected, confirming the need to communicate with the National Sub-committee for Emergency Management.
- Document all reports, field follow-up procedures and the level of hazard during the tropical phenomenon.
- Standardize procedures among industrial estates and count the number of visits that have been conducted, whether through subcommittees or the main committee.
- Mubadrah Comprehensive Services Co. provided the equipment, vehicles and manpower included in the plan to manage the damage or effects resulting from the tropical phenomenon, including suctioning rainwater, and removing waste of all kinds immediately upon receipt of any observations or reports from the Main Committee.
- Publishing reports of Madayn's efforts through social media, as well as publishing announcements made by the main committee to raise awareness of employees and investors.



08

Human Resources

Employees of Madayn

Madayn, in its effort to achieve its objectives and conduct its activities efficiently and effectively in line with the developments and rational government efforts in reorganizing the administrative structure of the state, the Establishment adopted its new organizational structure that operates to regulate the sectors in the organizational structure, especially after the Establishment has affirmed its responsibility to expand in investment fields, attract internal and external investments, contribute in society and focus on the implementation of the strategic plan, which is set according to the Oman Vision 2040.

401

Total number of Madayn employees

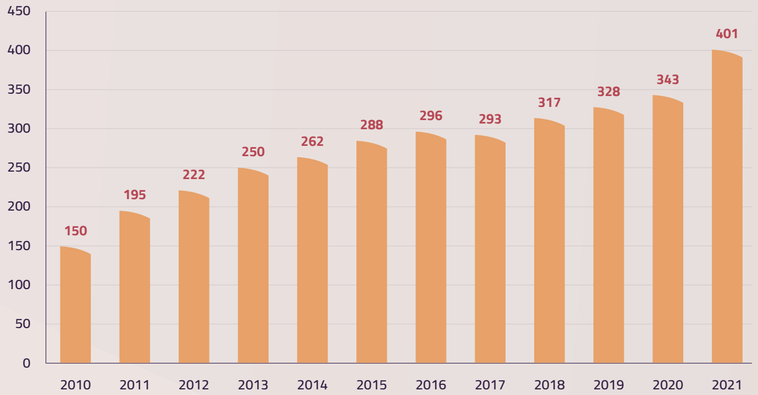
292

Male employees number amounts to 292, including 288 nationals and 4 expatriates

109

Female employees amounts to 109, all are nationals with no expatriates

Total number of employees in Madayn during the period 2010-2021



Training & Qualification

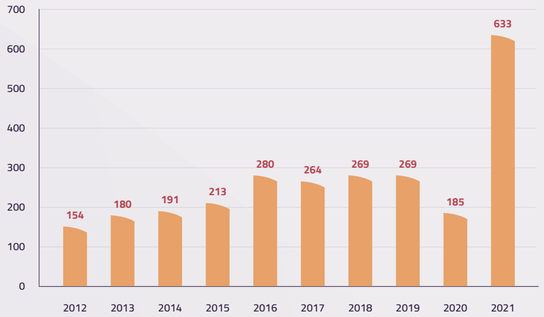
The Public Establishment for Industrial Estates "Madayn' exerts efforts to strengthen its directorates and departments and raise the level of staff efficiency to grow the role of Madayn in all fields, by providing various means, services and facilities, the matter that is positively reflected in driving the work movement and progress to achieve the desired goals. Therefore, Madayn seeks to provide the best training programs as well as specialized and technical courses for its employees, in order to achieve its operational objectives and create a supportive and stimulating environment for professional development. The training approved by Madayn is linked to the annual objectives of the staff and enables them to achieve such objectives. In this regard, the year 2021 witnessed the implementation of a set of development plans and programs that ended with the training of approximately 633 employees, the most prominent of which were:

1. Analysis of Surveys and Prospective Studies
2. National In-Country added Value (ICV)
3. Cyber security
4. The importance of driving the shift towards digitalization.
5. The project of implementing the European model of quality and excellence and the Japanese Kaizen methodology
6. Project Management Professional PMP
7. Modern management mechanisms for documents control
8. Certified performance indicators specialist.
9. Microsoft Technologies
10. Excellence in customer service
11. Creativity and innovation to keep serve the objectives of Oman Vision 2040
12. Using Geographic Information Systems for Madayn

Training courses for Madayn employees for the year 2021

40
Program number

633
The number of the trainees



Total number of trained employees in Madayn during the period 2012-2021

New Employees in Madayn

In its endeavor to develop its employees, the General Organization for Industrial Zones – Madayn, has formed a database that attracts the best distinguished competencies in the labor market, as the number of new employees in 2021 reached 88 new employees, to build a sophisticated and integrated system based on creativity and excellence.

New Employees for 2021

	Omani			Expatriate		
	Males	Females	Total	Males	Females	Total
	63	25	88	0	0	0
Total	**63**	**25**	**88**	**0**	**0**	**0**

New employees in the Public Establishment for Industrial Estates by educational level in 2021

Education Level	Omani			Expatriate		
	Males	Females	Total	ذكور	Females	Total
Below Higher Education Diploma	0	0	0	0	0	0
General Education Diploma	12	2	14	0	0	0
Diploma	12	10	31	0	0	0
University Education	30	11	41	0	0	0
Master's	0	2	2	0	0	0
Total	**63**	**25**	**88**	**0**	**0**	**0**



09

Media Presence in Madayn

The Media Communication Center is responsible for all forms of media appearances of the Public Establishment for Industrial Estates "Madayn' and its administrative units in various media and social networking sites (including the official website of "Madayn', its internal portal and all used communication applications). The Center is also responsible for enforcing the institutional identity of "Madayn' and following up with the extent of compliance with it.

Center's Vision

Highlighting the achievements of Madayn and its institutional identity and enhancing its presence in various media, publishing and social networking sites, by reaching out to the segment of the economic community in particular and the various segments of society targeted by Madayn inside and outside the Sultanate in general, through modern and innovative tools and methods in addition to commitment to the values of the center regarding permanent innovation and continuous development, high efficiency and excellence in performance, as well as achieving full credibility and clarity in work, not to mention professionalism.



The most important achievements of the Media Communication Center

1. More than 80 press releases in Arabic and English

2. Publishing (15) extensive press report on the industrial estates of "Madayn".



Nizwa Industrial City occupancy stands at 74pc as expansion projects persist

٢٨ مليون ريال إجمالي حجم الاستثمارات بالمدينة

سبتمبر القادم .. إسناد مشروع تطوير البنية الأساسية بـ«محاس الصناعية» بخصب

Madayn inks pact to assess safety, security in industrial cities

بتكلفة تتجاوز ٥,٥ مليون ريال

مدائن تنتهي من إسناد مشروع تطوير مدينة البريمي الصناعية

بهدف توحيد الجهود وترشيد الإنفاق

«مدائن» تدمج (3) مراكز إدارية

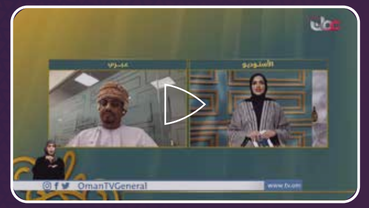
3. **Hosting (11) officials from Madayn in the "From Oman" program to talk about various events and activities.**

4. **Publishing Approximately 75 television reports covering "Madayn".**

5. **Publishing more than (700) posts on the various social media accounts of "Madayn".**

















Tweet

مدائن @MadaynOman · Dec 19

تعمل #مدائن على تنفيذ مشروع تطوير البنية الأساسية في #مدينة_صور_الصناعية بتكلفة إجمالية تتجاوز الـ 12 مليون ريال عماني؛ وذلك بهدف التوجه المستقبلي لتوطين مشاريع كبرى تساهم في تحقيق القيمة المضافة، بالإضافة إلى خطة المؤسسة لإنشاء ميناء عالمي متعدد الأغراض في هذه المدينة الصناعية.



Tweet



Tweet



Tweet



6. More than 70 radio appearances varying between news, hosting and reporting.

9. Preparing official papers in line with Oman Vision 2040

12. Design an advertising campaign in conjunction with Expo Dubai 2020.

7. Production of 4 marketing film materials.

10. Follow up and implement the marketing guide book of Madayn and the investor guide.

13. Media Coverage of External Partnerships

- Gulf food
- EXPO
- COMEX

8. Madayn e-Magazine

11. Design marketing ads that are published on social media.





COMEX 2021

The Public Establishment for Industrial Estates, represented by its technical partner "Muscat Knowledge Oasis', participated in the events of the first virtual version of the Communications and Information Technology Exhibition (COMEX 2021), in which Madayn participates (as a Diamond Sponsor), where the slogan of the exhibition was "Digital Transformation and Accelerated Adoption of the Future of Artificial Intelligence'. Madayn's participation in COMEX, which is one of its successful series of participation in the past years, aims to attract investors to Knowledge Oasis Muscat and highlight its role as a center for supporting the Omani economy based on technical knowledge, the most important facilities it provides to investors in terms of its strategic location near Muscat International Airport, and all the necessary infrastructure services for technology and communications.

Gulf food 2021

Madayn participated in Gulf Food Exhibition 2021, one of the largest annual trade fairs for food and hospitality in the world, which is held 21 - 25 February 2021 at the Dubai World Trade Center in the United Arab Emirates with the participation of 2,500 of the most prominent brands in the food sector to highlight new innovations in the market and take advantage of the rapid shifts in consumer behavior patterns.

Madayn, represented by the Omani Product Department, was keen to be represented in Gulf Food 2021 to record its ninth consecutive participation in the exhibition, considering the fact that that this exhibition is highly important for being a global platform to market the Omani product, seeking new sales outlets, as well as fulfilling the continuous desire of Omani companies and factories specialized in the food sectors to present their high quality products to the visitors of the exhibition coming from all around the globe. This exhibition is also considered to be a great opportunity to promote the Omani products and reflect the great development of such products that multiplied the demand on these products inside and outside the Sultanate in the previous years. Also, by participating in this exhibition, Madayn seeks to achieve a set of economic objectives for the national campaign for promoting Omani products outside the Sultanate and seeking new sales outlets and different segments of consumers on both level, the regional and the international. It should be noted that Madayn was successful during the previous years in conducting this marketing campaign on the local level intensively through various introductory activities and mobile exhibition in all the Sultanate governorates.

Under the umbrella of "Madayn', a number of Omani companies and factories participate in the food industry, aiming at increasing their competitive share in the foreign markets and expand their commercial activity. Omani companies will have the opportunity through their presence in the exhibition to inform visitors about their products and the techniques used in their manufacturing, in addition to informing the owners of Omani companies about the products of their counterparts in the food and hospitality sector and the development they have reached in terms of modern technologies used in their production as well as packaging and mechanisms for presenting them to consumers and searching for agents, contracts and new deals that ensure the expansion of their business externally.





10

Digital Transformation

The digital transformation program was developed to support the vision of Madayn 2040, and to build a digital environment attractive to investment, supportive of the industry in various fields where the business is accelerated, developed and improved, and brought to the highest levels of accuracy and reliability. Based on the re-improvement and engineering, and the outputs of the draft operations manual, the list of external electronic services was identified and its automation scheduled according to the years:

2022: 35 Electronic Services

2023: 5 Electronic Services

2024: 6 Electronic Services

2025: 3 Electronic Services





Most notable service that have been automated

Investment application

The service through which the investor submits the investment application (for a plot of land/office/building)

Lease Contract Issuance

The service through which a lease contract is issued to the tenant investor after the approval of the investment application

Activity license Issuance

The service through which the application for the issuance of a license to engage in investment activity (industrial, non-industrial, technical, education, training and development) is submitted by the investor who completed the construction of the establishment within the industrial estates or Al-Mazunah Free Zone to start the investment activity

Suspension of a license to engage in investment activity

The service through which a request to suspend a license to engage in investment activity is submitted by the investor for financial or operational reasons

Cancellation of the suspension of the license to engage in investment activity

The service through which a request is submitted to cancel the suspension of the license to engage in investment activity, which was requested to be suspended by the investor

"To whom it may concern certificate" issuance

The services through which a "to whom it may concern" certificate request is submitted by the investor

Financial settlement request

The service through which a financial settlement request is submitted for the late sums of the investor in due to the Establishment

Sale of Facility request

The service through which the sale of the facility request is submitted by the investor owner of the facility within the industrial estates or Al-Mazunah Free Zone.

Sub Lease Contract Issuance

The service through which the issuance of a third party lease contract request is submitted by the lessor investor and the lessee in the industrial estates, Al-Mazunah Free Zone or Knowledge Oasis Muscatto the new lessee investor

Sublease termination

The service through which a request to terminate a third party lease is submitted by the lessor investor to the lessee investor

Partner Withdrawal or joining request

The services through which a lease contract partner withdrawal or joining request is submitted by the investor

Lease Contract termination

The service through which the request for a lease contract termination is submitted by the investor lessee in the industrial estates, Al-Mazunah Free Zone or Muscat Knowledge Oasis.

Parking Allocation Request

The service through which a request for the allocation of a parking lot is submitted by workers in industrial estates or the knowledge oasis

Advertising banner license issuance

The service through which a request to issue a license for a banner fixed on the lands leased by the investor or the land plots/ buildings of the industrial estates or the free-one at Al-Mazunah Knowledge Oasis for local, gulf and foreign products

Event permit issuance

The service through which a request is submitted to permit an event within the industrial estates, Knowledge Oasis or Al-Mazunah Free Zone.

Permit to install a billboard issuance

The service through which a request is submitted to permit fixing a billboard on the entrance of the Industrial Estates, Knowledge Oasis or Al-Mazunah Free Zone.

Issuing a permit to distribute paper advertisements

The service through which a request is submitted to permit distributing paper advertisements within the Industrial Estates, Knowledge Oasis or Al-Mazunah Free Zone.

Permit for the installation of machines issuance

The service through which a request is submitted to permit the installation of self-serving machines.

Employees health card Issuance

The service through which a request is submitted for the issuance of investor employees health card in the Industrial Estates, Knowledge Oasis , or Al-Mazunah Free Zone.

Vehicle advertisement permit issuance

The service through which a request is submitted to permit advertisements on the vehicles of investors regarding their products in the Industrial Estates, Knowledge Oasis or Al-Mazunah Free Zone.

Food material transport vehicle license issuance

The service through which a request is submitted for the issuance of a food material transport vehicle license operating within the Industrial Estates, Knowledge Oasis, or Al-Mazunah Free Zone.





Food material shipment release certificate issuance

The service through which a food material in the warehouse of the investor shipment release certificate issuance request is submitted after the delivery of the laboratory test which confirm the safety of the shipment

Certificate of food shipment quarantine issuance

It is the service through which a request is submitted to issue a quarantine certificate for food material in warehouses belonging to the investor until the results of laboratory analyses are delivered

Vehicle license issuance

The service through which the license of vehicles for the transportation of drinking water, food materials and vehicles on which advertisements are placed is issued

Request to re-pack a product

The service through which a request is submitted for the re-packaging of the product according to the requirements of occupational health and safety

Request to report occupational injuries

The service through which a request is submitted to report occupational injuries in the facilities erected in the Industrial Estates, Knowledge Oasis, or Al-Mazunah Free Zone.

License to place tables

The service through which a request is submitted for granting a license to place tables outside the shop for service activities (shop, café, restaurant ,etc.) within the industrial estates, the knowledge oasis, or Al-Mazunah Free Zone

HSE Permit issuance

The service through which a request is submitted to issue HSE requirements permit for the project before the start of construction works in n the Industrial Estates, Knowledge Oasis, or Al-Mazunah Free Zone.

Temporary worker' camp health requirements permit issuance

The service through which a request is submitted to issue temporary worker' camp health requirements permit within the Industrial Estates, Knowledge Oasis, or Al-Mazunah Free Zone.

Emergency and evacuation plan permit issuance

The service through which a request is submitted to issue the emergency and evacuation plan permit of the facility erected in the Industrial Estates, Knowledge Oasis, or Al-Mazunah Free Zone.

Food products promotion permit issuance

The service through which a request is submitted to permit the food product promotion in the facilities with the Industrial Estates, the Knowledge Oasis, or Al-Mazunah Free Zone.

Disease vector control permit issuance

The service through which a request is submitted to issue the disease vector control permit in the facilities within the Industrial Estates, the Knowledge Oasis, or Al-Mazunah Free Zone.

Home delivery services license issuance

The service through which a request is submitted to issue the home delivery service permit from the facilities erected in the Industrial Estates, the Knowledge Oasis, or Al-Mazunah Free Zone.

Request for training related to occupational health and safety supervision

The services through which a request is submitted to conduct occupational health and safety supervision by the investors

Garbage Container request

The service through which a request is submitted for the provision of a garbage container for industrial and commercial facilities and does not include multi-storey commercial buildings, companies and government institutions

Volunteer work permit issuance

The service through which a permit is requested for voluntary work related to public health and occupational safety

Destruction Certificate request

The service through a request is submitted to issue the destruction certificate of material unfit for consumption or use

Removal of waste request

The service through which a request is submitted to remove waste from the public facilities in the Industrial Estates, Knowledge Oasis, or Al-Mazunah Free Zone.

Suctioning rainwater pools request

The service through which a request is submitted to suctioning the rainwater pools within the Industrial Estates, Knowledge Oasis, or Al-Mazunah Free Zone.

Facility monitoring request

The service through which a request is submitted to monitor facilities within the Industrial Estates, Knowledge Oasis, or Al-Mazunah Free Zone.

Violation report request

The service through which a request is submitted to report violations related to the occupational health and safety within the facilities in the Industrial Estates, Knowledge Oasis or Al-Mazunah Free Zone.

Food sample test request

The service through which a request is submitted to test food samples in laboratories approved by the Establishment.



Building completion certificate issuance

The service through which a request is submiited ti ssue the building completion certificate erected on the leased plot in the Industrial Estates, Knowledge Oasis, or Al-Mazunah Free Zone.

Re-connection of services request

The service through which a request is submitted to reconnect services after it has been cut by the service provider within the facilities in the Industrial Estates, Knowledge Oasis and Al-Mazunah Free Zone.

Work permit issuance

The service through which a request is submitted to permit starting works in the facilities to be built on the leased plot within the Industrial Estates, Knowledge Oasis, or Al-Mazunah Free Zone.

Permit to erect workers' camp issuance

The service through which a request is submitted to permit the erection of a contractor worker camp outside or inside the area of the leased plot

Permit for the erection of communication towers or antennas issuance

The service through which a request is submitted to erect communication towers or antennas in the Industrial Estates, Knowledge Oasis, or Al-Mazunah Free Zone.

Registration of service provider request

The service through which an request is submitted to register a service provider (contractor or consultant) in Madayn

Service suppliers permit issuance

The service through which a request is submitted to permit the operation of a service supplier (goods handling contractor, cleaning services supplier) within the facilities in the Industrial Estates, Knowledge Oasis or Al-Mazunah Free Zone.

Building permit issuance

The service through which a request for issuing a building permit is submitted

Service path permit issuance

The service through which a service path permit Issuance request including a drilling permit is submitted in the Industrial Estates, Knowledge Oasis or Al-Mazunah Free Zone.

Request to change consultant

The service through which a request to change a project consultant engineer or contractor is submitted by the investor and the aapointment of a new engineer or contractor

Well Drilling Permit Issuance

The service through which a well Drilling Permit Issuance request is submitted within the Industrial Estates, Knowledge Oasis Muscat or Al-Mazunah Free Zone.

Basic Services Connection Request

The service through which a basic services (sanitation, water, gas) connection request is submitted within the facilities in the Industrial Estates, Knowledge Oasis Muscat or Al-Mazunah Free Zone.

Customs Clearance Permit Issuance

The service through which a customs clearance permit issuance request is submitted covering the goods within the Industrial Estates or the Al-Mazunah Free Zone.

Commitment Request

The service through which a commitment request is submitted to complete certain procedures by the investor.



Linking Policies to Procedures

A procedures enhancement and design policy has been adopted, and this policy has been implemented in the operation guide project. All regulations and policies were linked in the procedures analysis as follows:

244 Internal operations

213 External Operations

457 Total Operations

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