



ANNUAL
REPORT
2020

مَدَائِن
madayn

رؤية عمان 2040
Oman Vision 2040
انفرد بثقة
Moving Forward
with Confidence



His Majesty Sultan Qaboos Bin Said

The rise of a strong industry capable of performing its national role in social progress and prosperity, while at the same time maintaining the purity and cleanliness of the environment at the highest possible level, will always be our strategic role. We call upon all officials and others involved in industry to achieve this aim. The preservation and maintenance of the environment against the damage of pollution does not prevent the development of clean industrial practices using new technology. The role of industry in the construction of the national economy will not be made abundantly clear unless it successfully exploits the skills and qualifications of the national human abilities and natural resources. Development is not merely an aim in itself, it is the achievement of the well-being of mankind. Thus our understanding of this need should not be confined to the narrow pursuit of wealth alone but the progress and active involvement of the people. Only then can the structure of our country be unshakeably built, proof against any storms.

His Majesty Sultan Haitham Bin Tarik

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.



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First Section Introduction

"Despite the occurrence of challenges, achievements for the nation can be realized." These words were mentioned in the introduction to Madayn's Annual Report 2019, and we reaffirm our full commitment to all these pillars in Madayn's Annual Report 2020, as long as the beloved homeland is the ultimate goal, thus, all difficulties and challenges will not be an obstacle to a national institution that was established by Omani cadres, and has made great achievements in the modern renaissance of Oman. National cadres who have been true to their covenant with the Almighty Allah and the wise and enlightened leader of the victorious march, His Majesty Sultan Haitham bin Tarik - May Allah protect and preserve him – they pledge loyalty and to be up to the highest degree of honesty and responsibility in contributing to comprehensive and sustainable economic and social development all over the nation, following the slogan "Oman, present and future, unlimited renewed renaissance".

Madayn's Annual Report 2020, records the end of Madayn's Plan 2020 and assesses its results, and Madayn's Vision 2040, and goals that Madayn aspires to achieve. Considering the outcomes of the plan 2011-2020 and the indicators that Madayn aims to achieve in 2040, we note the achievement and ambition, an achievement that was achieved as a result of plans, programs and policies, strategic plans emanating from Madayn's national goals, which was included in the institution's system (law) accompanying the Royal Decree No. 32/2015, which stated, "The institution aims to contribute to the holistic and sustainable economic and social development through the effective management of the related estates", and the ambition based on a vision that emerged from the National Vision "Oman Vision 2040",

which included specific national priorities and goals, and developed measurable policies, programs, and projects with specific digital indicators.

Throughout its 2011-2020 plan, Madayn has recorded positive growth indicators, as a growth rate of (73%) in investments volume indicator, (80%) in the number of projects indicator, and (67%) in the workforce indicator, which is considered as good outcomes in the field of planning, particularly when setting ambitious indicators that presents several challenges to accomplish. Bearing in mind the variables and circumstances that occurred during the implementation of plans and programs, and changes and challenges posed by that exceptional circumstance, which was not taken into account while developing the results indicators of workplans and programs. It is worth noting the catastrophe that befell the whole world during the 2019 and 2020 years of the plan's life. This has coupled with what is faced by the global market in relation to the drop in oil prices, which has eventually developed repercussions that have negatively affected the entire economic sectors during the years 2017, 2018 in particular. In other words, four years had negative repercussions on all sectors, not only at the local level but also at the regional and global levels. That is, 40% of the plan period went through exceptional circumstances that ravaged the financial and business sectors. Therefore, the results achieved by Madayn are more than good. This report shows in detail the percentages of achievements that have been achieved from Madayn's Plan 2011-2020.

The year 2020 witnessed isolation imposed on individuals and countries, and in light of that isolation, border crossings were closed and travel was banned, which resulted in losses in production and jobs in all countries and regions of the world without exception. Despite all these circumstances, Madayn was able to maintain the volume of its

investments and achieve a small growth rate, but it is considered a significant achievement under these exceptional circumstances. Whereas, the growth rate has reached 1.8%, which is the lowest in the past ten years. In terms of workforce, despite the decline in the total number, certain progress was observed in the employment status of Omanis by up to 3%. Compared to the national indicators, we find that Madayn has succeeded in reducing the negative effects in a very large way, as a result of a set of measures and facilities that have been taken by Madayn promptly. Despite all these repercussions, "Madayn" continued its strategic efforts towards attracting more investments and providing an appropriate investment environment by facilitating investment procedures and opening new branches of "Massar" in industrial cities.

In 2040, through the implementation of programs and projects that have been driven from the national priorities and goals of Oman Vision 2040, Madayn intends to achieve (RO 15 billion) in investment volume - (10,000) in the number of projects indicator, and (270,000) in the number of direct and indirect job opportunities. Madayn is also seeking to raise the workforce's share of the total jobs by (50%) and to raise the number of factories to (6,500) factories. For the first time, the added value of Madaen will be measured on the different economic sectors.

Before starting to read our report, we would like to point out that Madayn has appointed a specialized consultancy firm to survey all its affiliated cities, to ensure the integrity of its statistical data, as most of this data is based on data and information collected from operating companies, and are subject error. Whereas the specialized consultancy firm concluded computability of our figures. The scope of work has also been expanded to include many indicators.

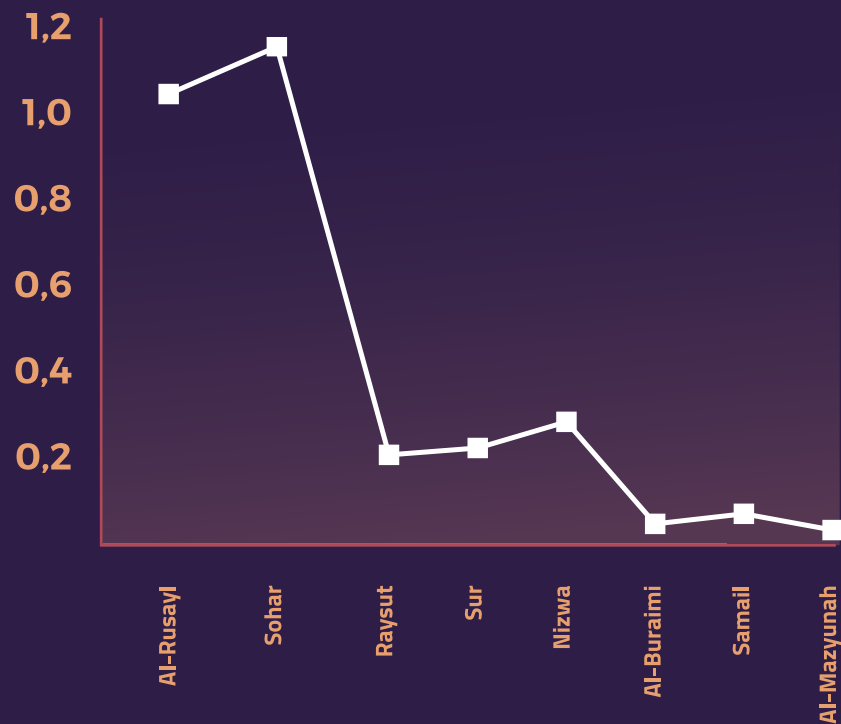
As part of the introduction to this annual report, we would like to

indicate that the industrial survey carried out by "Madayn" showed that the companies operating in "Madayn" have contributed with an amount of RO 2,805 billion of the total GDP, which amounted to RO 29,349 billion during the year 2019. In addition, the value of these companies' exports amounted to RO 1.36 billion during the same year. Thus, these companies also contributed with a local added value of RO 1.99 billion during the year 2019, therefore, all these indicators confirm the vitality of this sector. Thus, "Madayn" further confirms that every effort shall be made to support and develop this sector and harness all available capabilities to promote

This report reviews the digital indicators and works achieved by "Madayn" during the year 2020, as well as reviewing its five-year strategic plan for the next phase. This report also confirms to everyone that "Madayn" provides an ideal environment for investment and continues to raise its contribution to sustainable economic and social development, and that it has the efficiency and flexibility that enables it to deal and manage fluctuations and variables to meet the requirements of the growth and prosperity of the industrial sector and achieve its mission and vision.

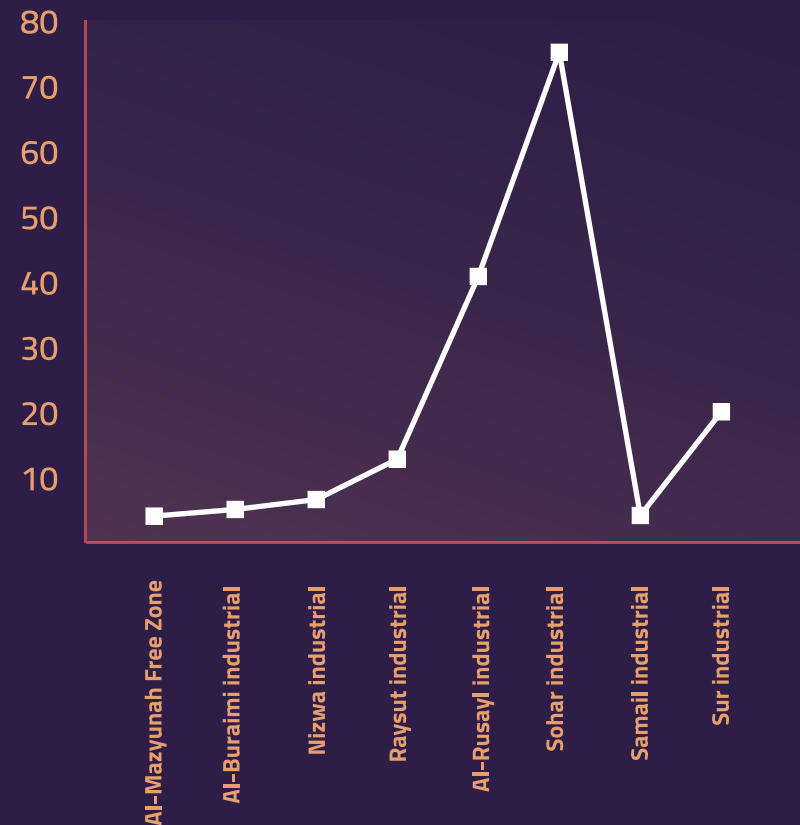
Industrial Survey Results 2019

Billion Riyals
Omani

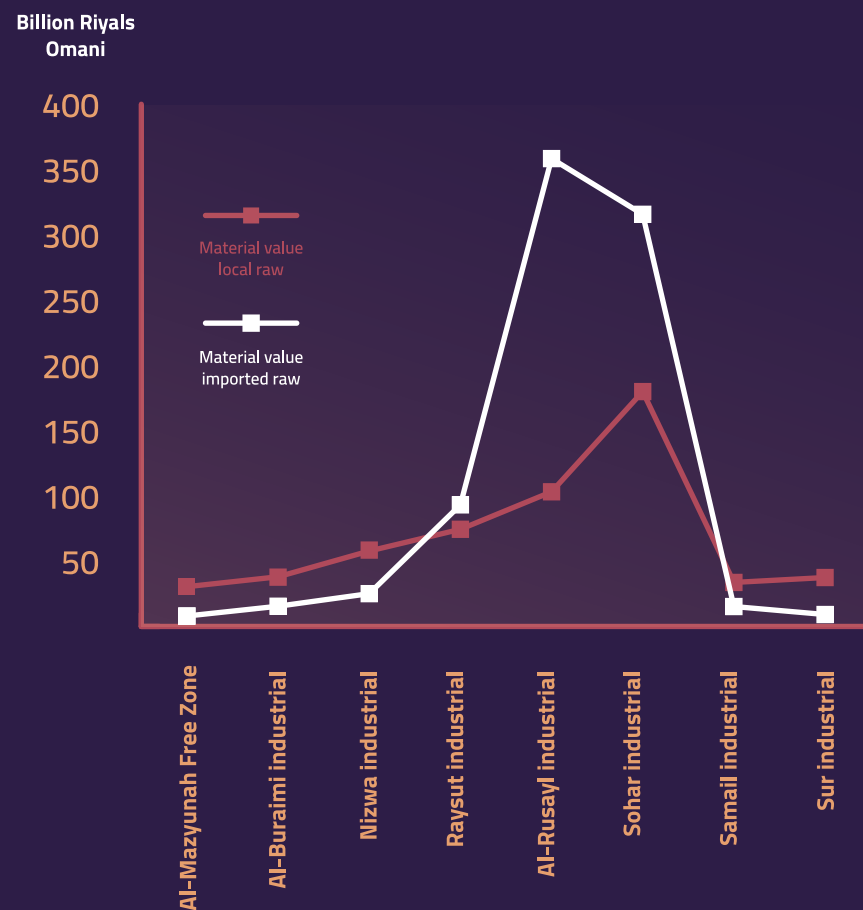


Distribution of Gross Product by Industrial Cities

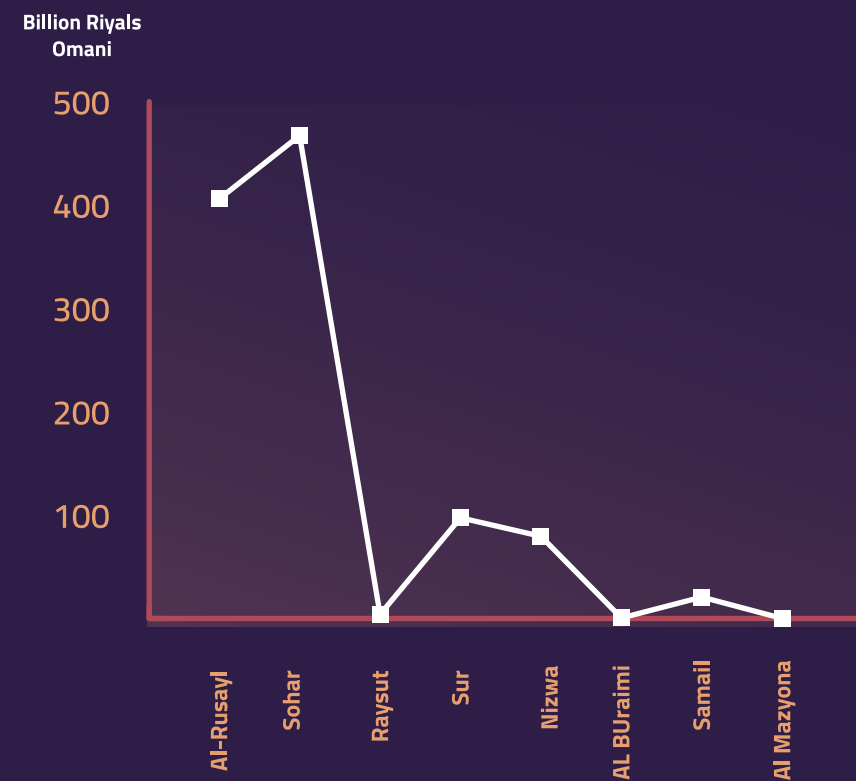
Billion Riyals
Omani



Distribution of exports by industrial cities



Distribution of imports by industrial cities



Data for companies operating in the industrial cities of Mada'in

Board Members



Dr. Saleh bin Saeed Masan
Chairman of the Board

Undersecretary of the Ministry of Commerce and Industry
and investment promotion - for trade and industry



HUSSAIN SALMAN GHULAM ALLAWATI

Board member

Chairman of Bin Salman Group Companies



COL. Said Khamis Al Ghaithi

Board member

Director General of Customs
Royal Oman Police



HAMAD ALI SALIM ALMANTHERY

Board member

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



EID KHAIR MOHAMED ALBALUSHI

Board member

Chief Corporate- Oman Development Bank



ABDULLAH ALI KHALIFA ALSHAFII

Board member

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



Hisham Salim Abdullah Al Humaidi

Board member

Assistant General Manager of
Financial Planning Directorate -
Ministry of Finance



IBRAHIM KHAMIS SALIM ALBALUSHI

Board member

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



Faisal Abdullah Al Orami

Secretary of the Board of Directors

Director of General Directorate of Legal Affairs
Madayn

Chairman's Message

In the Name of Allah, the Most Beneficent, the Most Merciful

On behalf of myself, the board members, and all staff of the Public Establishment for Industrial Estates (Madayn) I am pleased and honored to present Madayn's 2020 Annual Report.

The last year has brought unprecedented challenges due to the COVID-19 pandemic and its impacts on economic enterprises, businesses, and individuals, leading to a new way of conducting business and virtual meetings. Like other government institutions and units, Madayn has faced unprecedented challenges at the administrative and operational levels in its different industrial cities. However, the valuable and tangible cooperation among all institutions and facilities investing in the industrial cities on one hand, and business continuity strategies developed by management on the other hand in addition to the attention paid by the Omani government to this vital sector have enabled Madayn to quickly overcome the difficulties, and adapt to the new challenges to achieve its primary objective of continuing to create value for our investors, clients, and partners.



Dr. Saleh bin Saeed Masan
Chairman of Board of Directors



2,180
Projects

Madayn's total projects at different stages of implementation were **2,180** projects by the end of 2020 compared to 2,266 projects by the end of 2019.



59,166
Employees

The total number of employees of Madayn's industrial cities was approximately **59,166** employees compared to (61,213) employees at the end of 2019, with an Omanisation rate of **37%**



6.78
Billion Riyals

Achieving a cumulative investment of (6.78) million Omani rials in different industrial cities by the end of 2020 with an increase of **1.18** million Omani rials compared to the investments by the end of 2019

The great efforts made by Madayn in partnership with other government agencies have resulted in a significant increase in investments in the industrial cities in the Sultanate. Madayn has managed to promote and make its industrial cities stand out, which led to attracting a large number of industrial companies as well as many investments that created value to the Omani industrial investment sector. In addition, Madayn has made considerable progress in its partnerships with the bodies supporting this sector. In 2020, Madayn has signed several partnerships and agreements with both public and private sectors to support business processes and create more enhanced opportunities for the development of the national economy; all go towards serving the best interests of investors and beneficiaries and meeting their needs. The most significant of these partnerships and agreements were as follows:

- ▲ **Agreement for management and operation of a customs area located at Al-Mazyunah free zone.**
- ▲ **Memorandum of Cooperation with Petroleum Development Oman (PDO) LLC for building an industrial city in Marmol**
- ▲ **Agreement for building “Oman Nano” city in Sur industrial city.**

Moreover, Madayn applies a strategy focusing on attracting more quality industries, increasing the investments of the private sector, and increasing the number of the production plants, and enhancing the competitiveness of their exports and their share in the non-oil GDP. Madayn also seeks to create more job opportunities for the sons and daughters of the Sultanate in its industrial cities and create a favorable work environment for the Omani women who will have a major role in the upcoming period. Madayn will, if Allah wills, continue its efforts to strengthen its position as a leader in the industrial sector locally and internationally through providing the best products and services to its investors.

In conclusion, I would like to extend my warmest thanks and appreciation on my behalf, and behalf of the board members to His Excellency the Great Sultan Haitham bin Tariq, May Allah protect him, for his continuous support, guidance, and wise vision that helps to sustain growth and industrial leadership and contributes significantly to the development of this vital sector.

I would also like to extend my sincere thanks and appreciation, on behalf of the board members, to our valued investors, clients, partners, the executive management staff for their efforts, dedication, and continuous support for Madayn.

May Allah's Peace, mercy & blessings Be Upon You,

Dr. Saleh bin Saeed Masan
Chairman



Hilal bin Hamad Al-Hasani
Chief Executive Officer



Chief Executive Officer Speech

In the name of Allah, the Most Compassionate, the Most Merciful

Unusual Year

During the past year, all mankind has been affected by the exceptional year that passed by us, and Madayn is not an exception. It was a year that changed life and human behaviour, in which airports were closed and travel restrictions were placed, a year that left its mark on all aspects of the human experience. In a year that saw unprecedented closures, 2020 will be remembered as the year of the repercussions of Covid 19. As is the case in every aspect of life, the effect on the entire economy was negative. In Madayn we have experienced the repercussions of this pandemic, and we pray that all of humanity be spared its effects.

Consequently, in order to be able to convince companies to invest in industrial cities, and to attract new investments, it is important to reduce as much negative impact as possible on them. In an effort to minimize Covid 19's repercussions on existing companies and to increase investment in its business cities throughout the Sultanate, Madayn has taken a number of measures designed to increase investment. We provided financial and exemption packages to operating companies as well as exemption packages to industry-related cities and activities. Additionally, we worked with all entities operating in the country to ensure a continuous flow of production from factories and companies operating within them. Despite this exceptional year, Madayn was able to increase its investments volume by approximately 1.8%. It also recorded an increase of 4 % in the number of the national manpower in the field of manpower despite the closure of airports and the restrictions on travel which were imposed in various countries of the world, including the Sultanate.

Madayn plan 2011-2020 reached its harvest year in 2020. Even with the geopolitical conditions, financial crises, and low oil prices of the last couple of years, including a devastating pandemic of Covid-19 that affected all sectors and all businesses, Madayn managed to reach good achievement rates with its main target indicators. The volume of investments index achieved a 73% completion rate this year, the number of projects indicator achieved an 80% completion rate, and the labour force index achieved a 66% completion rate.

As a final word I would like to express my gratitude to the entire staff of the Public Establishment for Industrial Estates-Madayn at their various locations for their generous contributions and sincere work that led to these tangible achievements. We still have more to do, so that we can contribute to the elevation and progress of our dear Oman under the leadership of His Majesty Sultan Haitham bin Tariq, may God protect and preserve him.

Hilal bin Hamad Al-Hasani
Chief Executive Officer

02

A Distinct Strategy



A Distinct Strategy Policies

Rules, procedures, and legislative frameworks will be developed to regulate how to attract local and foreign industrial developers to invest in creating, managing, and operating specialized investment zones and their operations.

The Usufruct and Investment Agreements with developers will be effective for a period of up to ninety-nine years based on the project.

Foreign and regional experts in creating, managing, and operating industrial cities will be attracted and hired in accordance with management and operation agreements of up to **25** years.

The full authority will be delegated to the management of the industrial cities in all governorates to approve investment applications of industrial zones of up to **100,000** square meters.

The regulations provide that the investors' applications will be decided on within a period of no later than ten days.


The investment applicants will sign contracts and complete the procedures for investing in Madayn's industrial cities within thirty days from the date of approval.

No investment activity will be only allowed in the industrial cities unless a license for investment activity is obtained and such license can be renewed on annual basis. Such license will be only granted or renewed for investors who meet the legally defined requirements, and the most important of these requirements is to achieve Omanisation rate in their ongoing projects.

The rights and obligations of the investors as well as the obligations of Madayn to the investors have been clearly defined.

The license for investment activity will only be canceled or suspended in certain and limited circumstances and in a way that serves the interests of investors and does not disturb their business operations.

To ensure Madayn's commitment to the development and use of best management practices in providing its services, the investment regulations have set the dates and periods for granting approvals and licenses.




The lease contracts with the investors will be effective for a period of thirty years and can be renewed for a similar period.

To reduce the shadow ventures and not to allow any business activities that are against the applicable laws and regulations restrictions have been placed on sub-leasing contracts and no license holder will be allowed to engage in any activity in the industrial cities.

The investment regulations included clear procedures on how to deal with the buildings and facilities built by the investors and developers upon the expiration of their contracts in a way that will protect their rights and third-party rights.

In the case of default and failure to complete projects under exceptional circumstances, the investors and developers may sell buildings and facilities that existed on the leased lands according to well-defined procedures provided that such sale is made to investors who hold licenses for the same activities intended for such lands and facilities.



The work of contractors and suppliers in the industrial cities will be regulated and their relationship with the investors will be supervised in a way that will protect their rights and the investors' rights. The investment regulations have established clear restrictions and requirements for construction work in these cities and have set a period for receiving a reply from the relevant bodies. The problem of buildings, equipment, and goods that existed in the lands upon the expiration of the contracts for any reason whatsoever will also be resolved by establishing restrictions for auction sale and all its aspects.

The relationship among investors, goods transporters, and transport intermediaries will be regulated and periods for providing services to investors will be set. No empty means of transport will enter the industrial cities without a permit and an application submitted by an investor operating in these cities.

The relationship of staff of the investors will particularly be regulated in a way that protects their rights and the rights of investors. Staff accommodation restrictions and requirements will be established to ensure meeting the basic humanitarian needs in accordance with the best relevant standards and requirements.



Vision & Mission

Vision



World-Class Business Cities Based on Partnership

Mission



Madayn is a government body that strengthens the comprehensive and sustainable economic, and social development through a partnership with the private sector with a view of developing and operating integrated business cities that rapidly adapt to changes, use the best solutions and technologies, meet the business needs, and requirements taking into account the environmental standards.

Corporate Values



- 1- Transparency & Credibility
- 2- Responsibility & Accountability
- 3- Innovation & Excellence
- 4- Partnership & Equality



Authority & Powers

Representing the Sultanate in regional and international conferences and meetings that fall within the competence of Madayn.

Granting the rights of the usufructuary of all or part of the lands of the cities to investors without complying with the provisions of the law on the Usufruct Rights to Land applicable in the Sultanate.

Developing plans for building new cities and developing existing ones in the future.

Establishing companies in accordance with the applicable laws or being a shareholder in such companies to develop the industrial cities or manage, develop, or promote their main sectors.

Attracting and localizing the local and foreign investments.

Providing and developing services and building the necessary public utilities in the industrial cities, such as electricity, water, gas, sewage systems, water treatment plants, and roads, in accordance with the applicable laws and regulations.

Granting all licenses, approvals, and certificates necessary for investment activities in the industrial cities in coordination with the relevant authorities.

Leasing lands and facilities located at the zones that are managed, operated, or supervised by Madayn.





National Objectives

Priorities

The Private Sector the Investment & the International Cooperation

National Objectives

Creating a competitive and investment-attractive environment in which the government play a regulatory role in achieving an efficient and smooth successful management

Having an empowered and competitive private sector that leads the economy, taking into account both the economic and social dimensions

Building complementary partnerships among small- and medium-sized enterprises supported by the large enterprises

Having flexible and facilitated financing methods that keep pace with the international developments and meet the investment needs.

Having a unique economic identity that goes in line with the international production and service chains.

Building an effective partnership between both public and private sectors to improve the productive efficiency

Priorities

Economic Leadership & Management

National Objectives

Building an effective economic leadership that has binding authorities, and clear responsibilities and quickly respond to the development needs according to well-defined performance indicators.

Having effective and enabling economic legislations that keep pace with the changes

Priorities

Economic Leadership & Management

National Objectives

Creating a labor market that attracts experienced and skilled staff using clearly defined recruitment policies and standards

Priorities

Education, Learning, Scientific Research & National Capabilities

National Objectives

Having an effective national system for scientific research, creativity, and innovation that contributes to building the knowledge economy and its community.

Having national talents with dynamic capabilities and skills that can compete locally and internationally

Priorities

Natural Resources & Environment Sustainability

National Objectives

Creating a protected environment that achieves a balance between the environmental, economic, and social requirements and compliance with the rules of sustainable development.

Having different renewable energy sources and rationalizing consumption to achieve energy security.

Raising environmental awareness while effectively complying with the rules of sustainable consumption and production

Priorities

Partnership & Complementarity of Roles

National Objectives

Developing a governance framework that regulates the privatization of the projects and public services

Priorities

Governance of the State's Administrative Apparatus, Resources & Projects

National Objectives

Achieving high performance and providing high-quality government services.



03

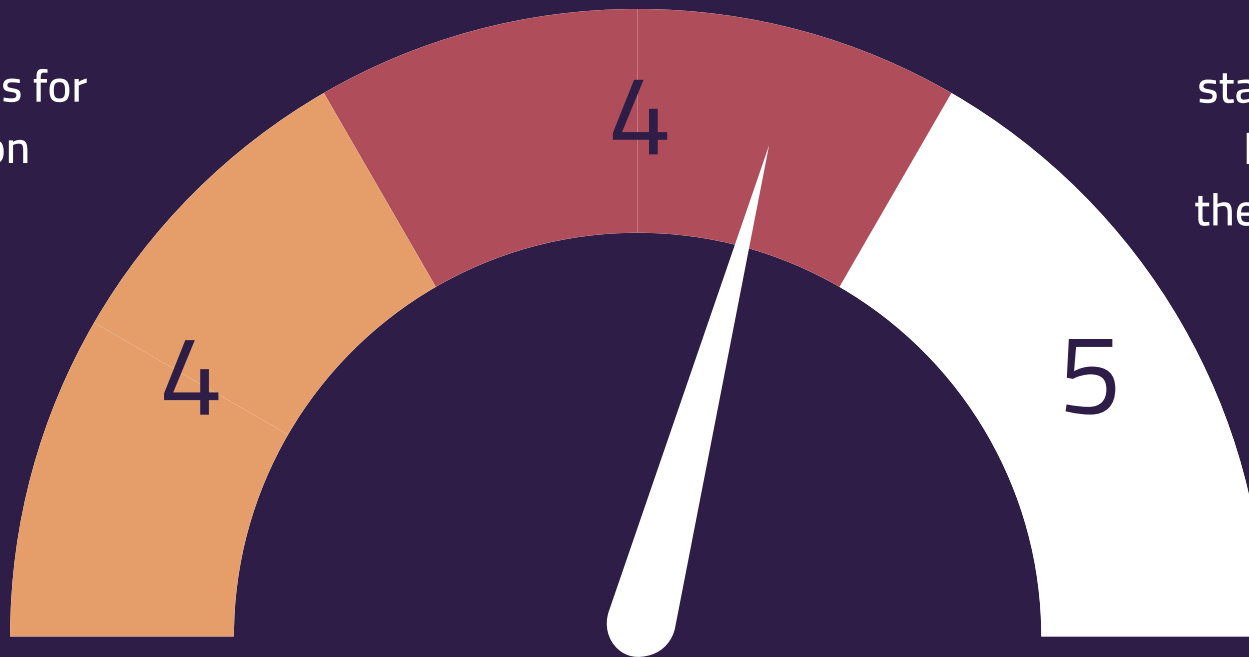
Madayn 2040



Standard indexes measuring
projected business outcomes

Standard indexes for
Madayn Vision

standard indexes measuring
Madayn added value in
the various economic sectors



Standard Indexes





Madayn Vision 2040



Investment-attractive commercial cities



Governmental role

Regulator

Observer



One of the top **five economic institution** in the Middle East and North Africa.



Private sector

Developer

Operator



Reaching **15 billion**



Standard Index
Madayn vision

2040

The number of cities where Madayn's development and operation responsibilities have been entrusted to the private sector.

(Entire cities are turned over to the private sector.)

Maximum number of cities: **9**

Under the umbrella of Madayn, several new commercial cities are being developed by the private sector



Industrial Cities



Mixed-Use Cities



High-Tech Cities

Madayn (Regulator/observer): The private sector manages all commercial cities.

Among the lists of World Rankings as best:



Foundation



Commercial Cities



Areas

6,500
plants

10,000
Projects

170

MILLION SQUARE METERS
OF DEVELOPED AREAS

125

MILLION METERS
OCCUPANT



Projects Numbers

INDICATORS OF 2040

270

THOUSAND
EMPLOYEES

135

THOUSAND
OF OMANI
EMPLOYEES

135

THOUSANDS
OF FOREIGN
EMPLOYEES



The Number Of the workforce



Volume of Investments

7.5

BILLION
DOMESTIC
INVESTMENTS

7.5

BILLION
FOREIGN
INVESTMENT

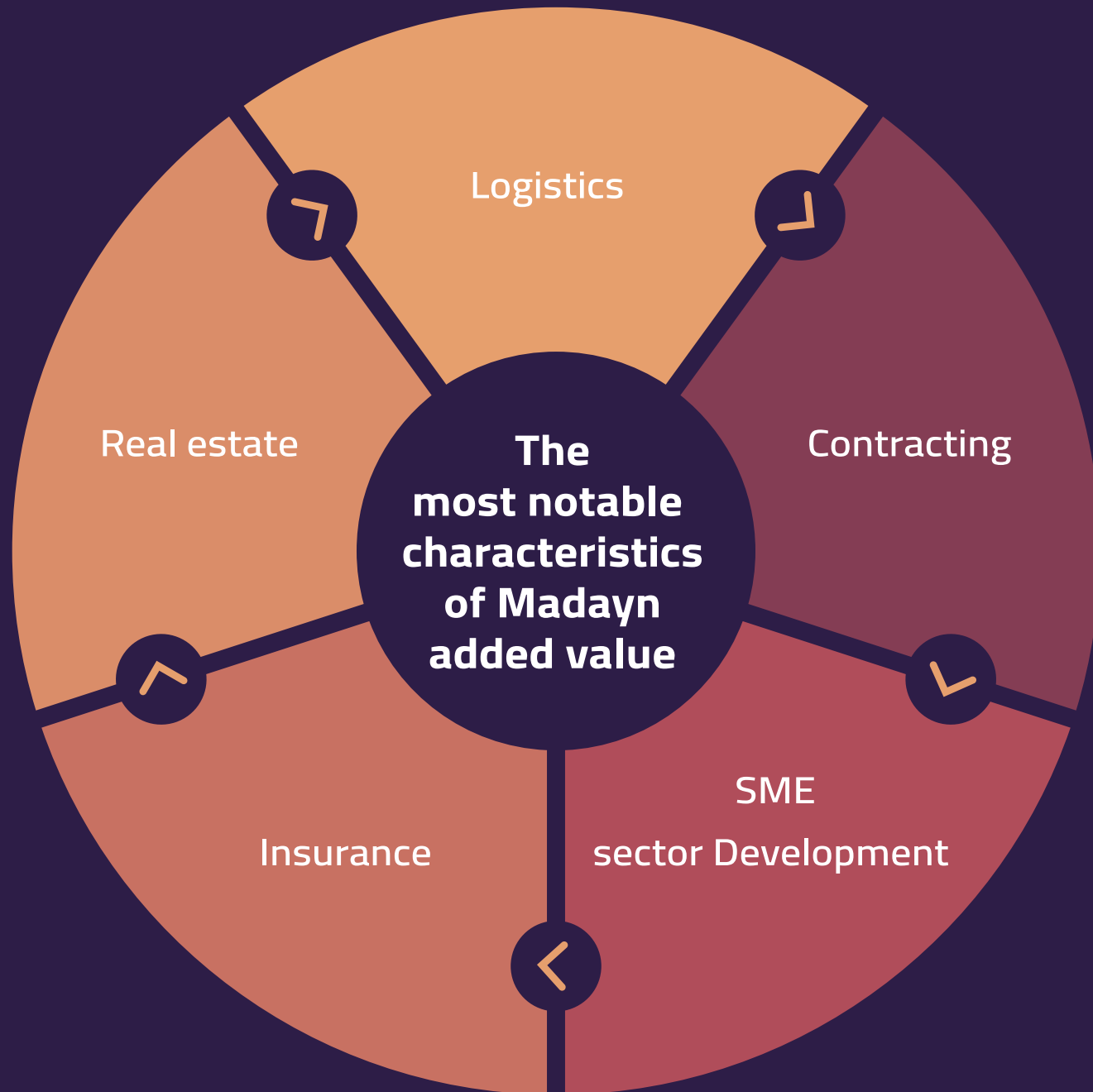
15

Billion Ro



The Top crucial indexes of projected business outcomes

		Unit ▼	2021 - 2025 period cumulative		2026 - 2030 period cumulative		2031 - 2035 period cumulative		2036 - 2040 period cumulative	
Investment	National Investment Localization	billion Omani riyals	0.6	5.1	0.7	5.8	0.8	6.6	0.9	7.5
	Attracting Foreign Investment		0.6	2.9	1.0	3.9	1.6	5.5	2.0	7.5
	Total Investment (P+I)		1.2	8.0	1.7	9.7	2.4	12.1	2.9	15.0
	No. of Developers and Operators	No.	17	20	10	30	5	36	5	40
	No. of Projects		1,200	3,911	1,589	5,500	2,00	7,500	2,500	10,000
	No. of Factories		840	2,240	1,112	3,353	1,400	4,752	1,750	6,502
	Industrial Sector Ratio	% Rate	6	57	4	61	2	63	2	65
labor	Omani Labor	IK labors	9	32	26	58	40	98	37	135
	Expat Labor		14	59	29	88	30	118	17	135
	Total Labor		23	91	55	146	70	216	54	270
	Increasing Omanization rates	Rate %	1	35	5	40	5	45	5	50
Develop-ment	Cities Total Areas	Million SqM	100	214	50	264	25	289	25	314
	Developed Areas		18	70	20	90	20	110	20	130
	Net Investable Area (leasable)		65	131	33	163	16	180	16	196
	Invested Areas (Leased)		2	40	21	60	30	91	20	110





Madayn added value in economic sectors

Logistics Sector

No. of containers exported through Omani ports	container
--	-----------

No. of containers supplied through Omani ports	container
--	-----------

No. of incoming and outgoing consignments through Omani airports	ton
--	-----

No. of trucks entering cities for loading / unloading	Truck
---	-------

No. of buses operating in cities to transport labor	Bus
---	-----

Contracting Sector

No. of contracting companies operating in cities	contractor
--	------------

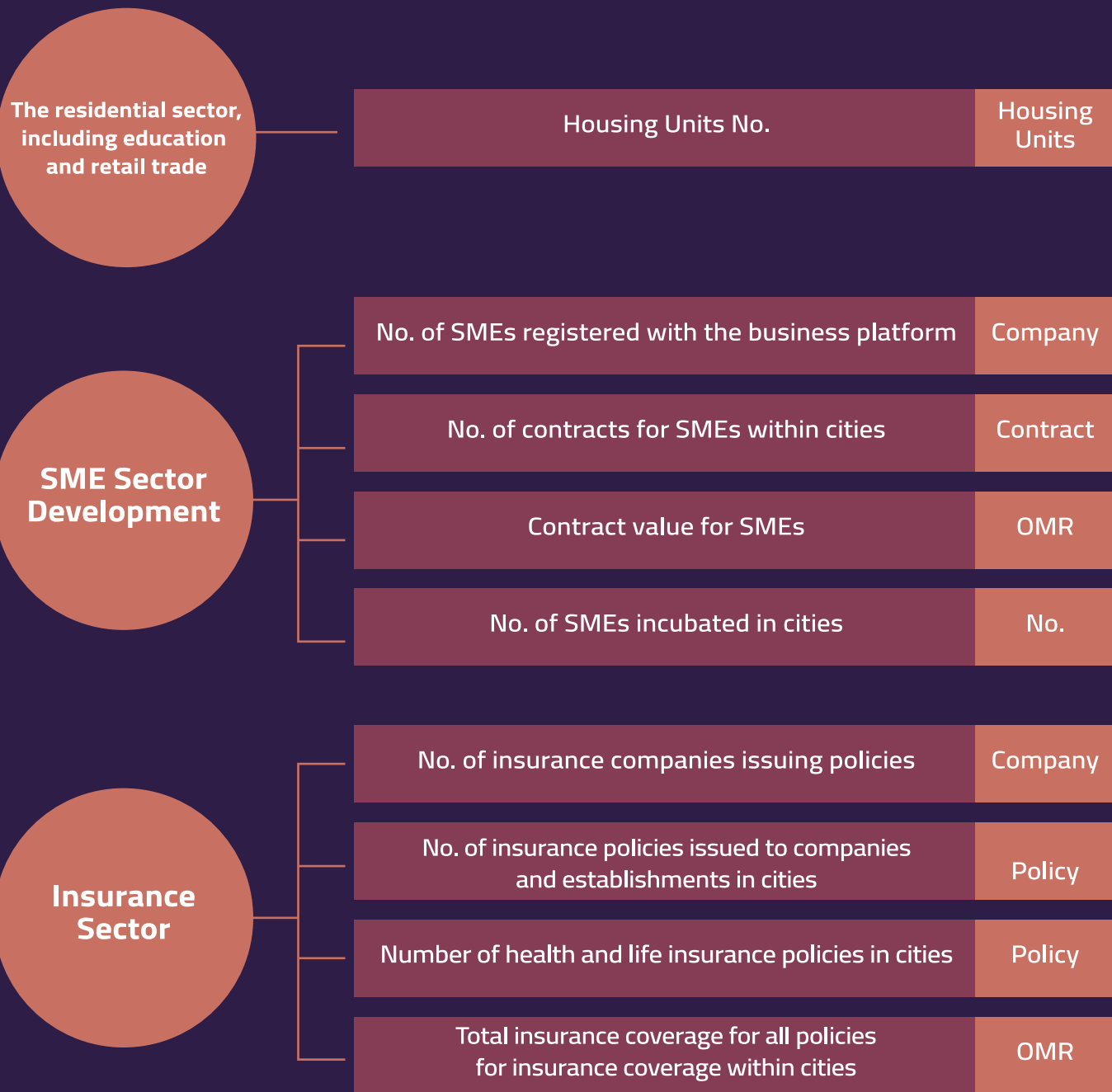
The total value of contracting contracts with investors and developers in cities	OMR
--	-----

The area of land that has been developed	SqM
--	-----

The areas of the buildings that were constructed	SqM
--	-----

No. of buildings and facilities	Building or Facility
---------------------------------	----------------------

No. of consulting offices operating in cities	Office
---	--------



General Overview of priorities, objectives, institutional policies, programs and activities





04

Outcomes of Madayn's Plan





Madayin Plan Results 2011-2020

The indicators & figures for 2020



125

million SqM in Total



6.78

Billion Omani Rials



32.31

million SqM in Total



21,848

Omani Employees



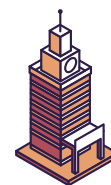
43%

Occupancy Rate



59,166

Employees in Total



2,180

Projects in Total



9

**9 Industrial, Technical &
Free-Zone Cities**



295

Service & Logistic Projects



1,240

Industrial Projects



1,714

Existing Projects



478

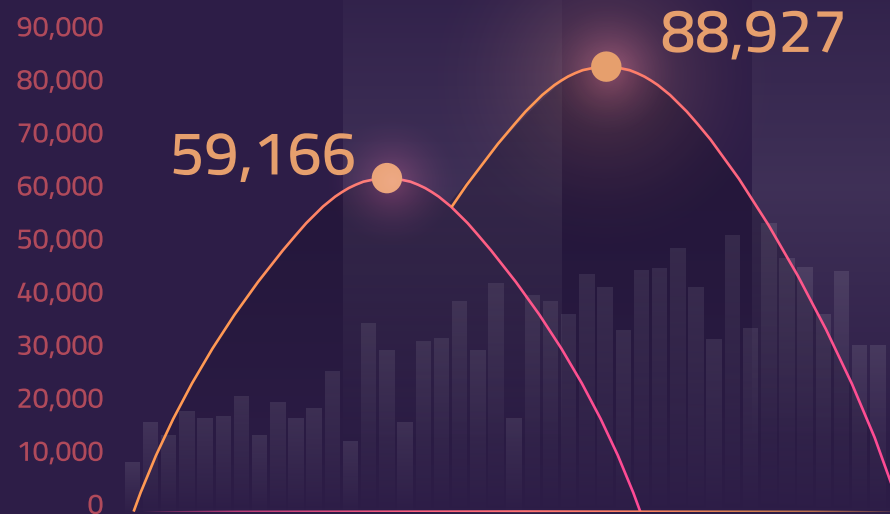
Joint Ventures



Statistical report 2020



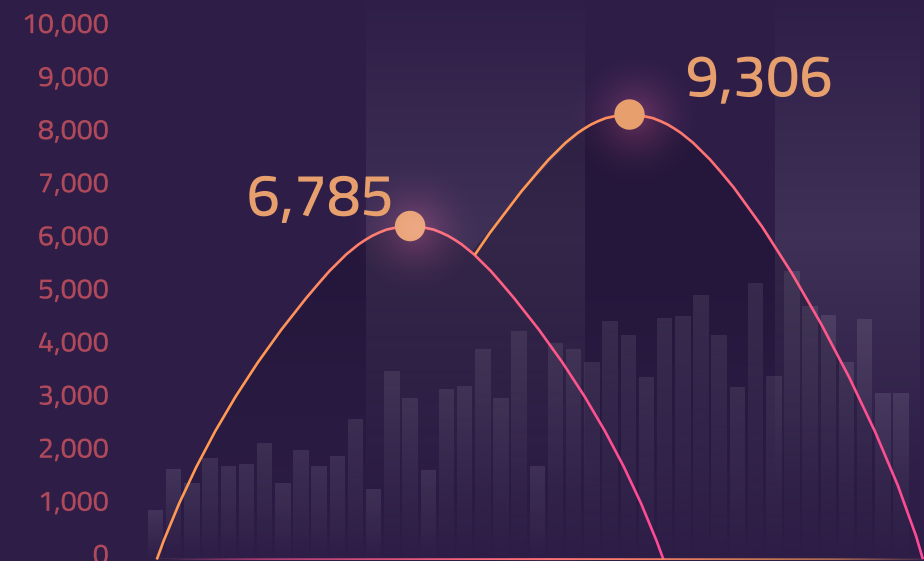
Workforce



66.5% 

Percentage of Total Workforce Out of the 2020 Target

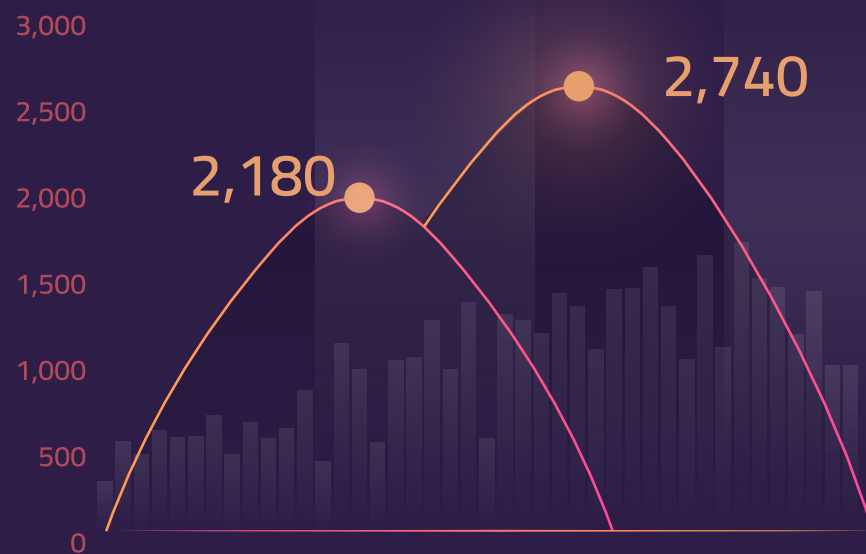
Investment volume



73% 

Percentage of Total Investments Made Out of the 2020 Target

Projects




79.6% 

Percentage of Total Projects Implemented Out of the 2020 Target

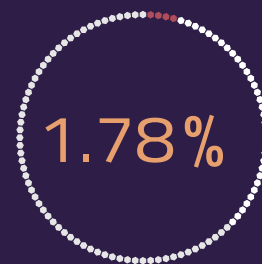
A photograph of a factory interior where a worker in a light blue uniform and safety glasses is inspecting a large spool of red corrugated cable. Several other large spools of white and yellow cables are visible in the background. A semi-transparent purple and blue geometric overlay is on the left side of the image.

First: Investments in Total



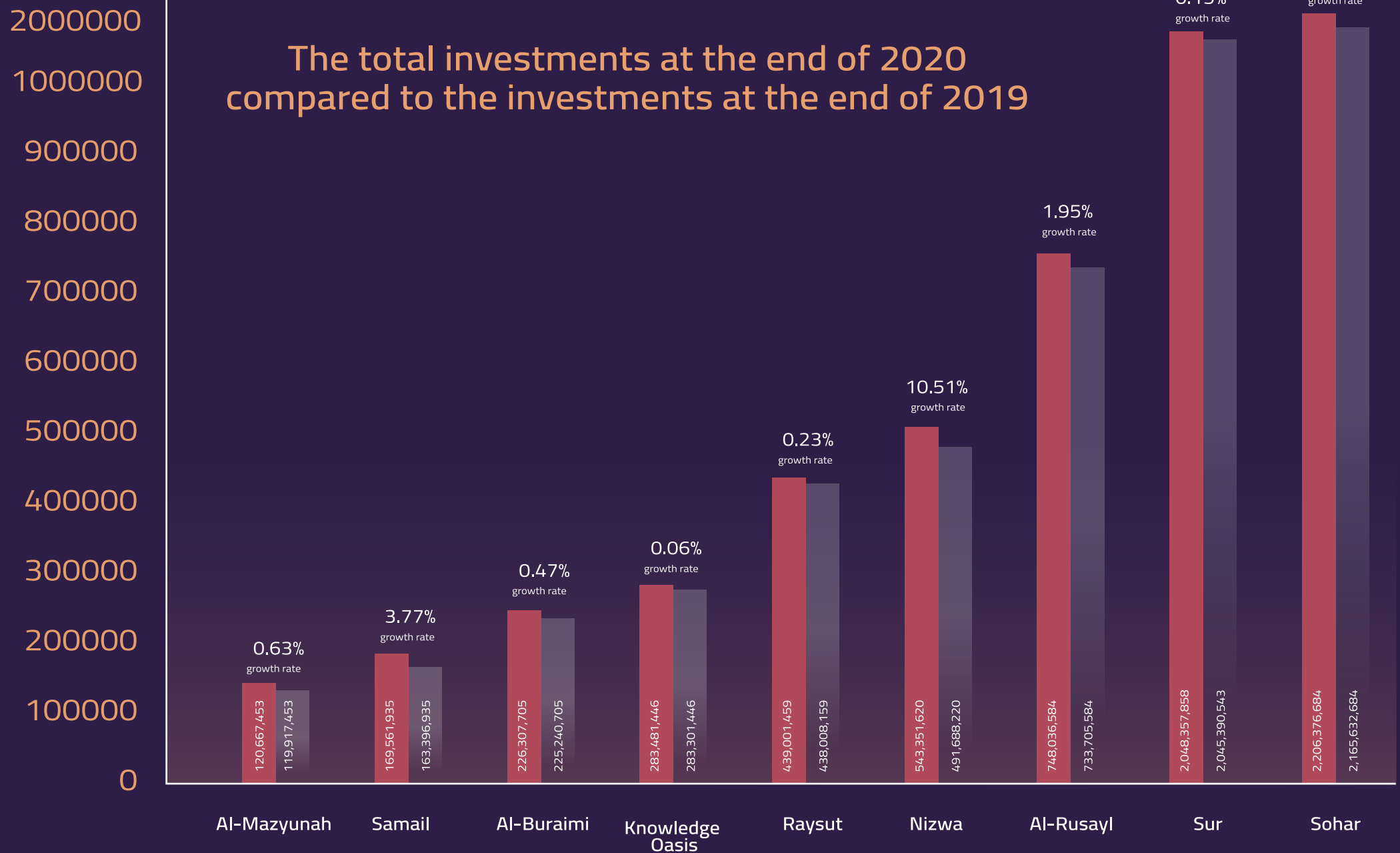
City	Total Investments	Total Investments	Growth	Growth Rate
	At the End of 2019	At the End of 2020		
Al-Rusayl	733,705,58	748,036,58	14,331,00	1.95
Sohar	2,165,632,68	2,206,376,68	40,744,00	1.88
Raysut	438,008,15	439,001,45	993,30	0.23
Sur	2,045,390,54	2,048,357,85	2,967,31	0.15
Nizwa	491,688,22	543,351,62	51,663,40	10.51
Al-Buraimi	225,240,70	226,307,70	1,067,00	0.47
Samail	163,396,93	169,561,93	6,165,00	3.77
Knowledge Oasis	283,301,44	283,481,44	180,00	0.06
Al-Mazyunah	119,917,45	120,667,45	750,00	0.63
Total	6,666,281,72	6,785,142,74	118,861,01	1.78

Madayn's total investments

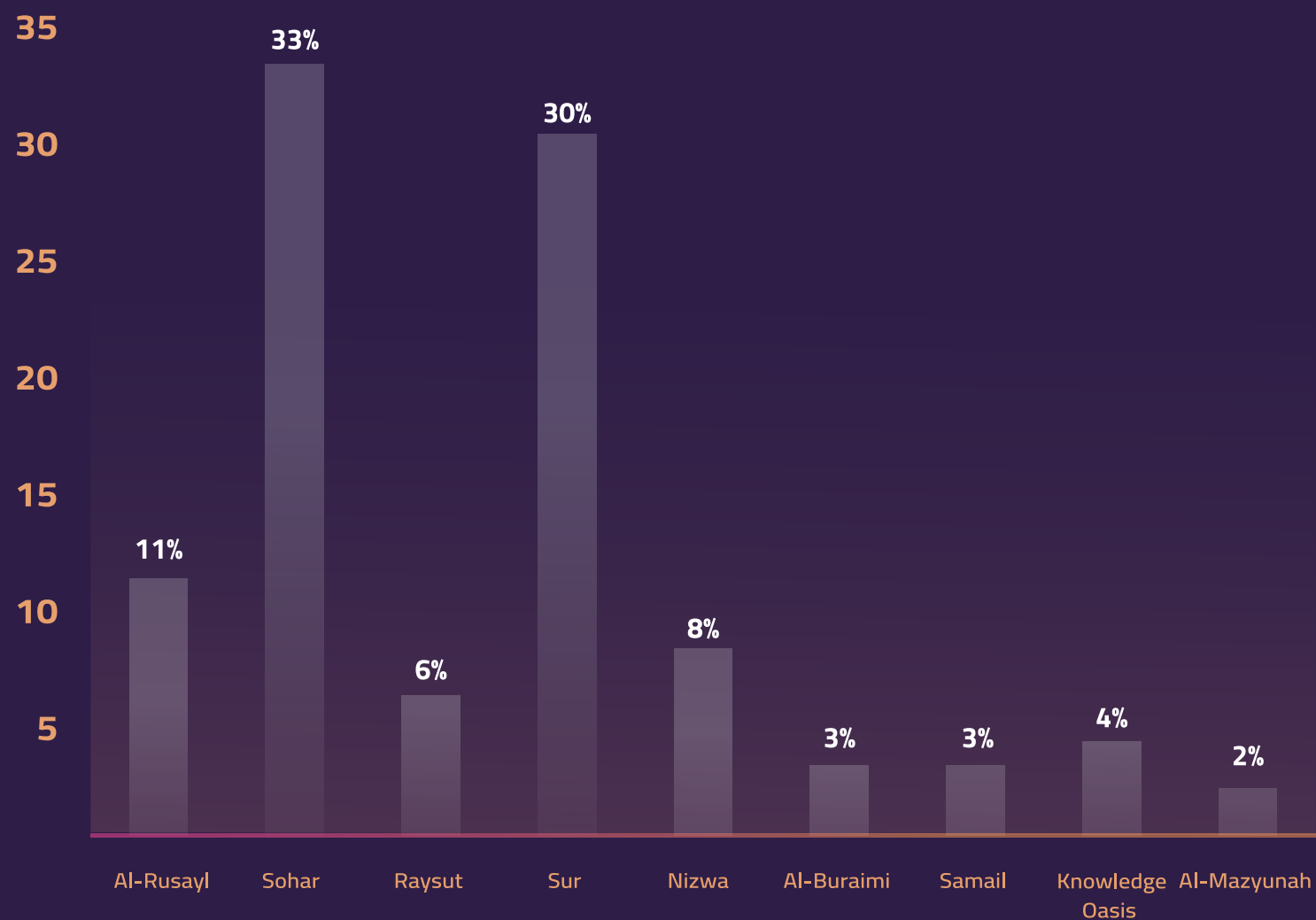


GROWTH RATE

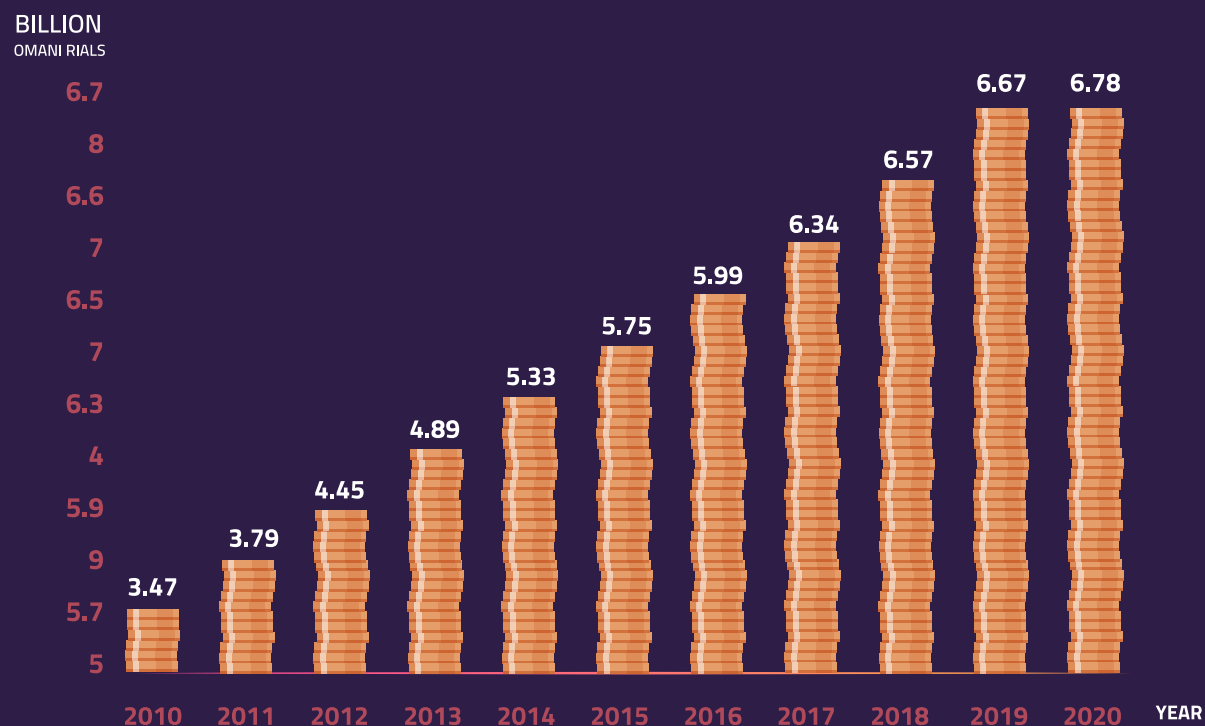
The total investments at the end of 2020 compared to the investments at the end of 2019



Percentage breakdown of 2020 Total Investment in Industrial Cities



Breakdown of Madayn's 2010 - 2020 Total Investments



Annual growth rate of investment volume from 2010 to 2020 is .35 Billion Omani Riyals



**0.35
Billion Omani Riyals**

Annual growth rate of investment volume
from 2010 to 2020



Breakdown of Target Numerical Indicators for Investments by City Compared To 2020 Investments

City	Target	Investments Made	Achievement Ratio	Remainder
Al-Rusayl	-	14,331,000	-	-
Sohar	53,084,402	40,744,000	77%	12,340,402
Raysut	11,300,000	993,300	9%	10,306,700
Sur	10,439,702	2,967,315	28%	7,472,387
Nizwa	10,000,000	51,663,400	517%	41,663,400
Al-Buraimi	2,400,183	1,067,000	44%	1,333,183
Samail	5,000,000	6,165,000	123%	1,165,000
Knowledge Oasis	8,074,667	180,000	2%	7,894,667
Al-Mazyunah	8,000,000	750,000	9%	7,250,000

Total Investments

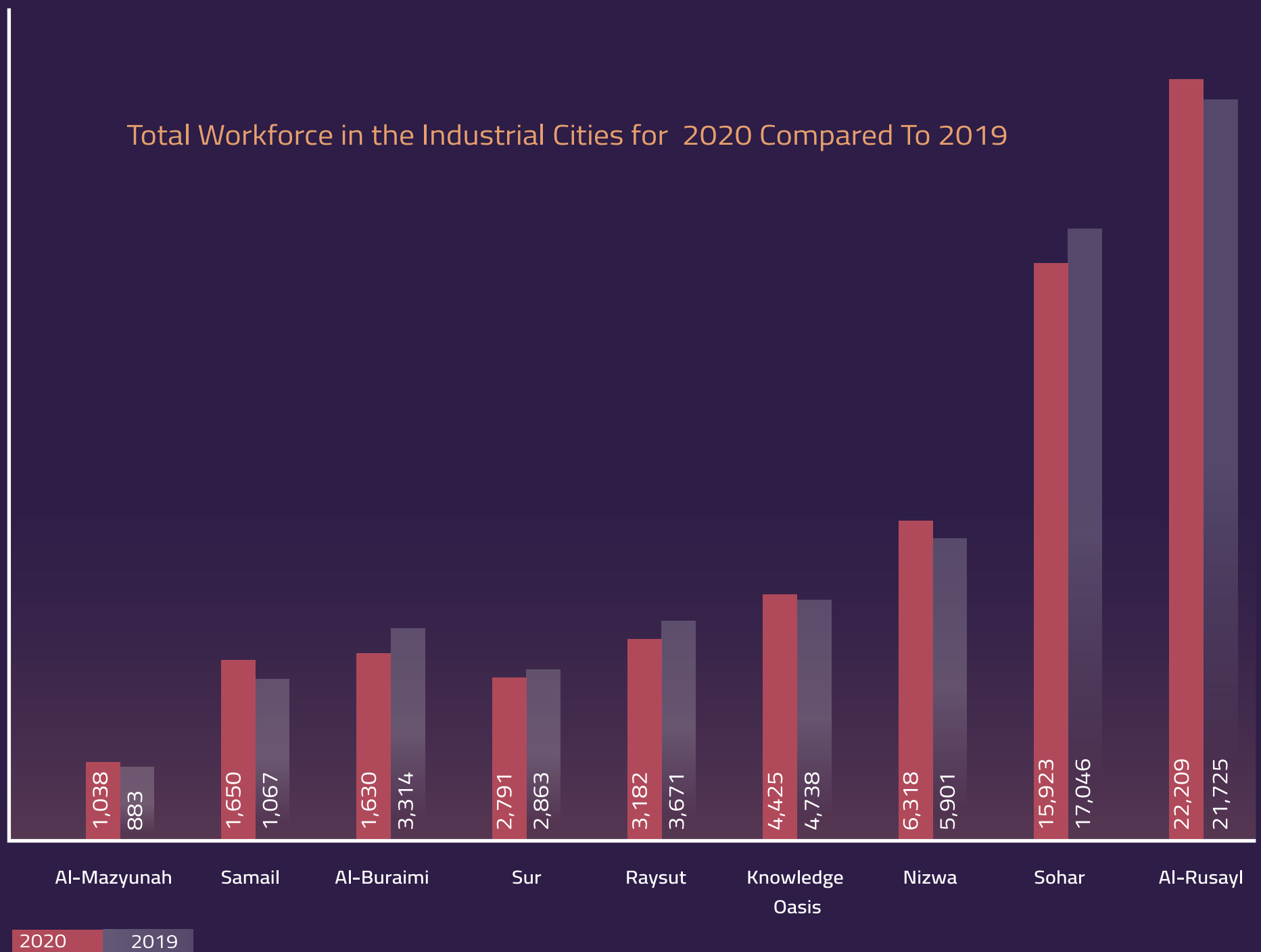
Target
108,298,954

Investments Made
118,861,015

Achievement Ratio
110%



Second: the workforce



Total Workforce in the Industrial Cities for 2020



59,166

Total Workforce
for 2020





workforce

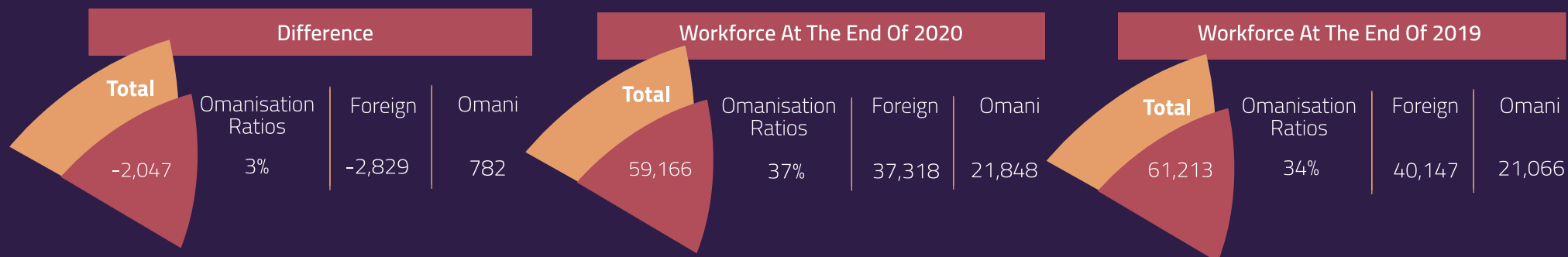
37%

Omanisation rate for the year 2020.

3%

The percentage of increase in the number of the national workforce in the industrial cities during the year 2020 compared to 2019.

Workforce Difference between 2019 & 2020



Covid-19 pandemic has positively affected the numbers of Omani workforce as the Omanisation ratio rose to 3% in 2020

Such decrease is attributable to the impacts of the COVID-19 pandemic, which led to the closure of the border crossings and imposing restrictions on travel from and to the Sultanate



59,166
Employees

Madayn's total workforce



21,848
Employees

Madayn's Total Omani
Workforce



1,457,029
Employees

Private Sector Total Workforce



350,378
Employees

Private Sector Total
Omani Workforce

4%

Madayn's total workforce represented out of the private sector total workforce in the Sultanate at the end of 2020.

6.3%

Madayn's total workforce represented a out of the total Omani workforce in the Sultanate at the end of 2020.

Source: Oman newspaper (December 15, 2020)
<https://2u.pw/1sBwz>



Breakdown of Workforce in the Industrial Cities for 2020

City	Omani Workforce					
	Male		Female		Total	
	Number	Percentage	Number	Percentage	Number	Percentage
Al-Rusayl	5,567	25%	1,405	6%	6,972	31%
Sohar	5,059	32%	943	6%	6,002	38%
Raysut	609	19%	247	8%	856	27%
Sur	1,214	43%	241	9%	1,455	52%
Nizwa	2,778	44%	189	3%	2,967	47%
Al-Buraimi	272	17%	44	3%	316	19%
Samail	363	22%	79	5%	442	27%
Knowledge Oasis	1,769	40%	884	20%	2,653	60%
Al-Mazyunah	182	18%	3	0%	185	18%
Total	17,813	30%	4,035	7%	2,1848	37%

Foreign Workforce					
Male		Female		Total	
Number	Percentage	Number	Percentage	Number	Percentage
15,105	68%	132	1%	15,237	69%
9,860	62%	61	0%	9,921	62%
2,245	71%	81	3%	2,326	73%
1,286	46%	50	2%	1,336	48%
3,345	53%	6	0%	3,351	53
1,311	80%	3	0%	1,314	81%
1,205	73%	3	0%	1208	73%
1,649	37%	123	3%	1,772	40%
853	82%	0	0%	853	82%
36,859	62%	459	1%	37,318	63%

City	Total Workforce				
	Male		Female		Total
	Number	Percentage	Number	Percentage	Number
Al-Rusayl	20,672	93%	1,537	7%	22,209
Sohar	14,919	94%	1,004	6%	15,923
Raysut	2,854	90%	328	10%	3,182
Sur	2,500	90%	291	10%	2,791
Nizwa	6,123	97%	195	3%	6,318
Al-Buraimi	1,583	97%	47	3%	1,630
Samail	1,581	95%	82	5%	1,650
Knowledge Oasis	3,418	77%	1,007	23%	4,425
Al-Mazyunah	1,035	100	3	0	1,038
Total	54672	92%	4,494	8%	59,166





59,166

Employees

Madayn's total
workforce



FIRST PLACE

22,209

Employees of Rusayl Industrial City



SECOND PLACE

15,923

Employees of Sohar
Industrial City

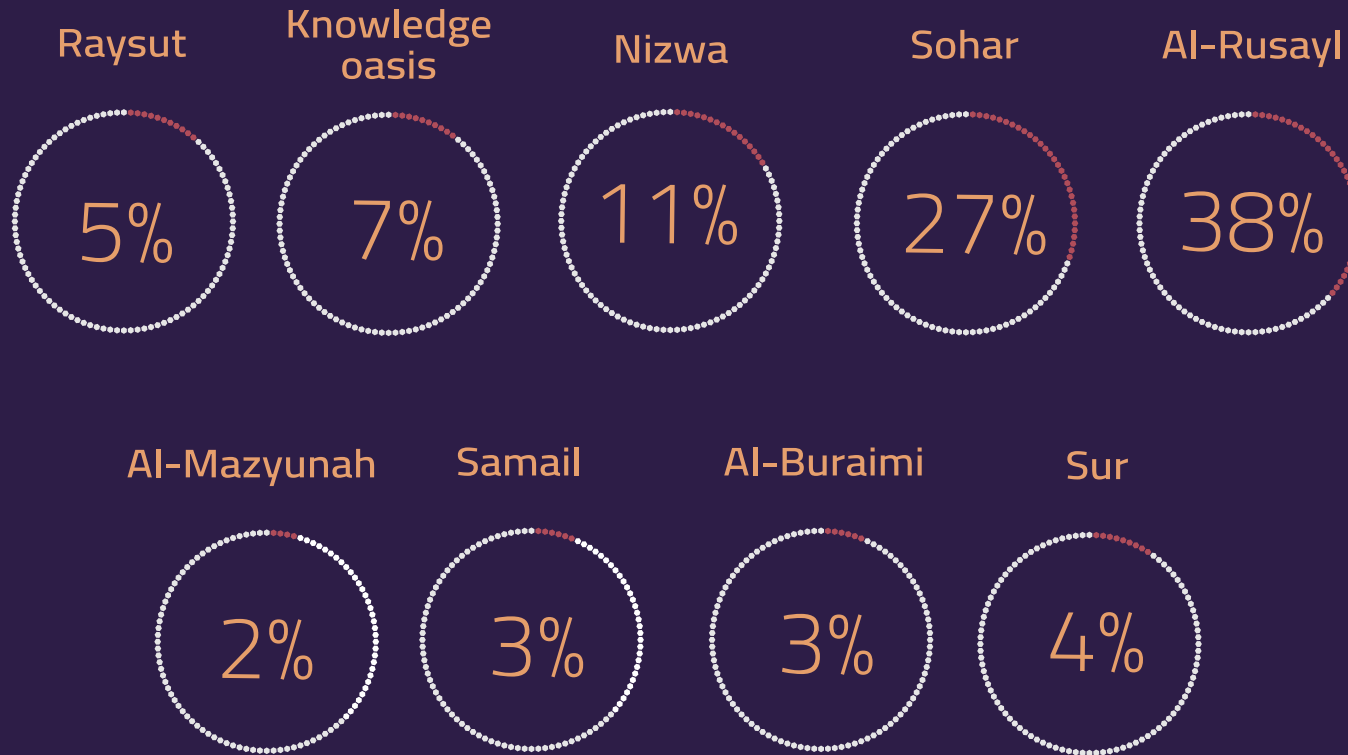


THIRD PLACE

6,318

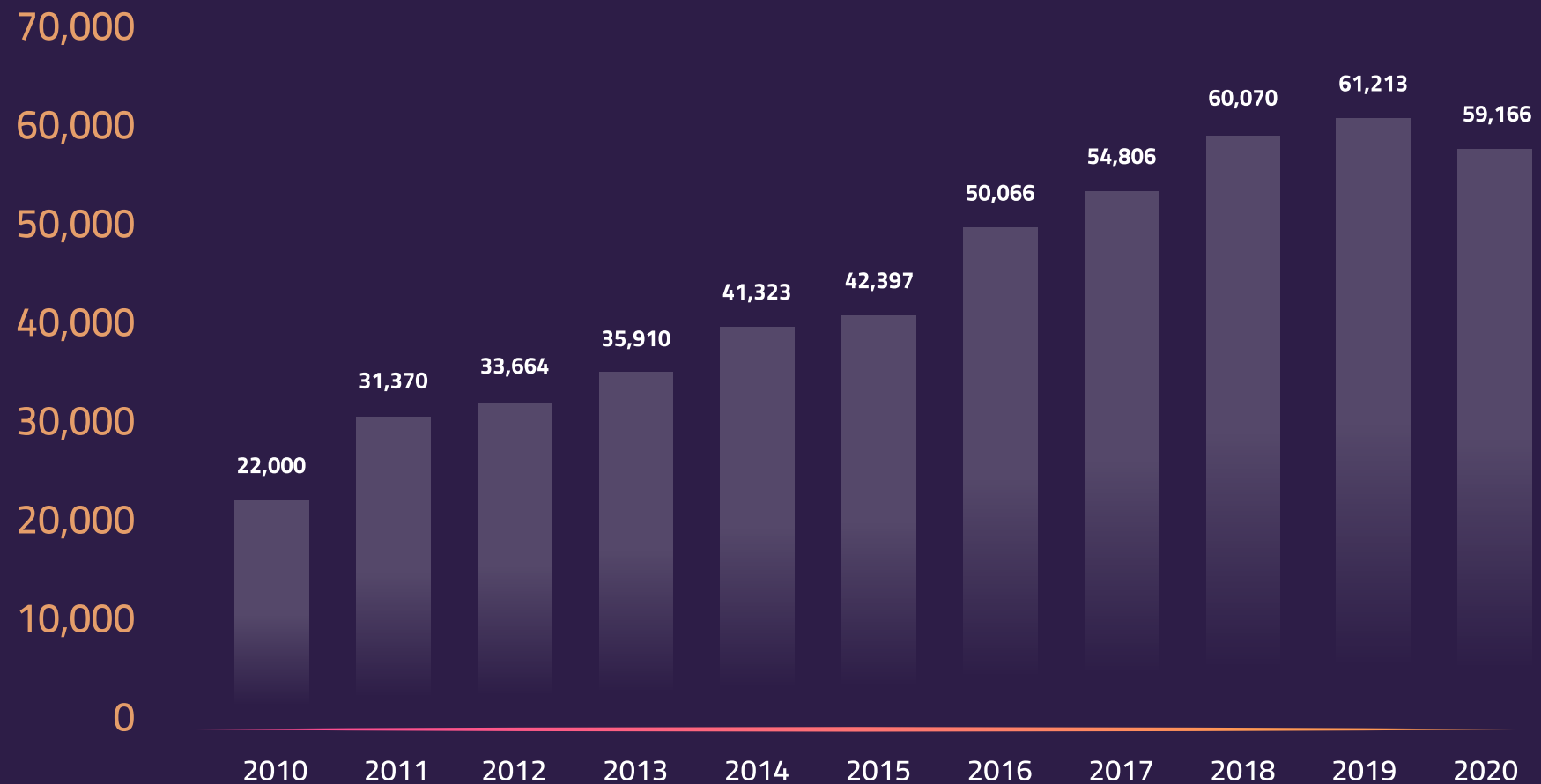
Employees of followed by
Nizwa Industrial City

Percentage breakdown of 2020 Total Workforce in Industrial Cities



Both Rusayl and Sohar industrial cities had more than half of the Omani workforce in all industrial cities. The employment rates for Rusayl and Sohar industrial cities were 38% and 27%. The table indicates that Al-Mazyunah industrial city has the lowest workforce rate, which is (2%)

Madayn's 2010–2020 Total Workforce



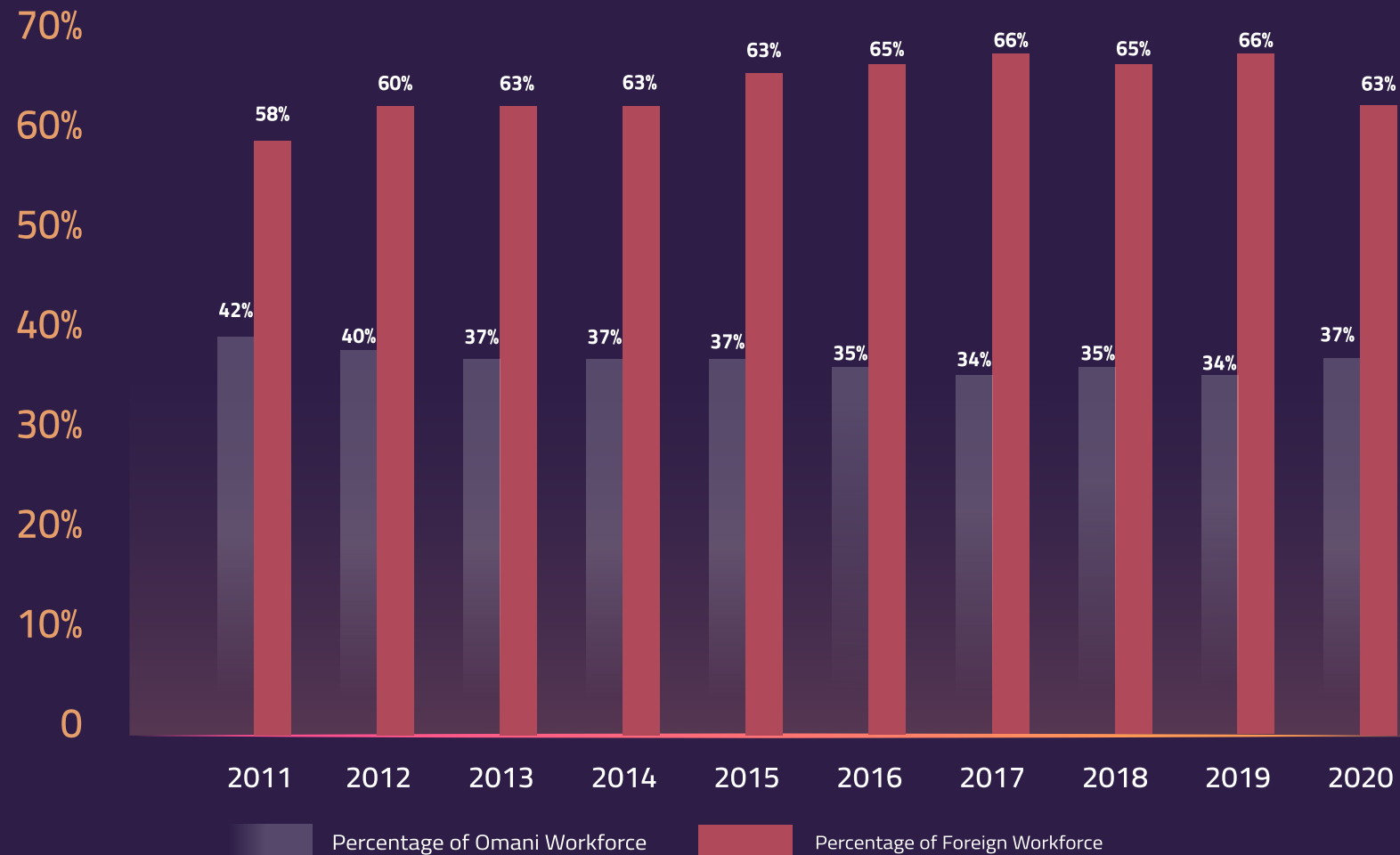
The table shows Madayn's total workforce for the period from 2010 to 2020.

Madayn's total workforce was 59,166 employees in 2020 compared to 22 thousand employees in 2010.

Based on figures and indicators, the number of the workforce for the period covered has increased by approximately 167%.



Percentage Breakdown of 2011-2020 Workforce by Nationality (Omani & Foreign Employees)



36.8%

The average Omanisation rate represented out of the total workforce in the industrial cities during the past 10 past years

The table shows the percentage breakdown of the Omani and foreign workforce for the period from 2011 to 2020.

The percentage of Omani employees in the industrial cities in 2011 was 42%, and it fell to approximately 37% out of the total Omani workforce in 2020.

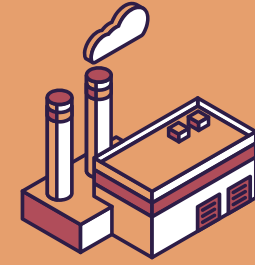




Third: projects

Number of 2020 Projects by Stage of Construction

City	Existing Projects	Designated Areas	ongoing projects	Total
Al-Rusayl	273	28	40	341
Sohar	295	12	50	357
Raysut	110	45	43	198
Sur	109	4	2	115
Nizwa	132	8	8	148
Al-Buraimi	400	13	38	451
Samail	59	40	48	147
Knowledge Oasis	199	4	6	209
Al-Mazyunah	137	50	27	214
Total	1,714	204	262	2,180



2,180 projects

The total number of projects in the industrial cities
at their different stages

78.6%

Existing projects

12.1 %

Ongoing projects

9.3%

Designated areas



Al-Buraimi



came first

with projects in total

451



Sohar



came second

with projects in total

357



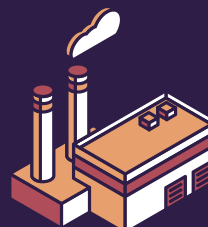
Number of 2020 Projects by Area of Investment

City	Industrial	Commercial	Service & Logistic	Technical	Residential & Real Estate	Total
Al-Rusayl	195	27	118	0	1	341
Sohar	267	57	30	0	3	357
Raysut	172	11	14	0	1	198
Sur	66	36	12	0	1	115
Nizwa	81	44	18	0	5	148
Al-Buraimi	306	132	13	0	0	451
Samail	135	3	9	0	0	147
Knowledge Oasis	0	1	54	144	10	209
Al-Mazyunah	18	167	27	0	2	214
Total	1,240	478	295	144	23	2,180



144

the Knowledge Oasis
technical projects in total

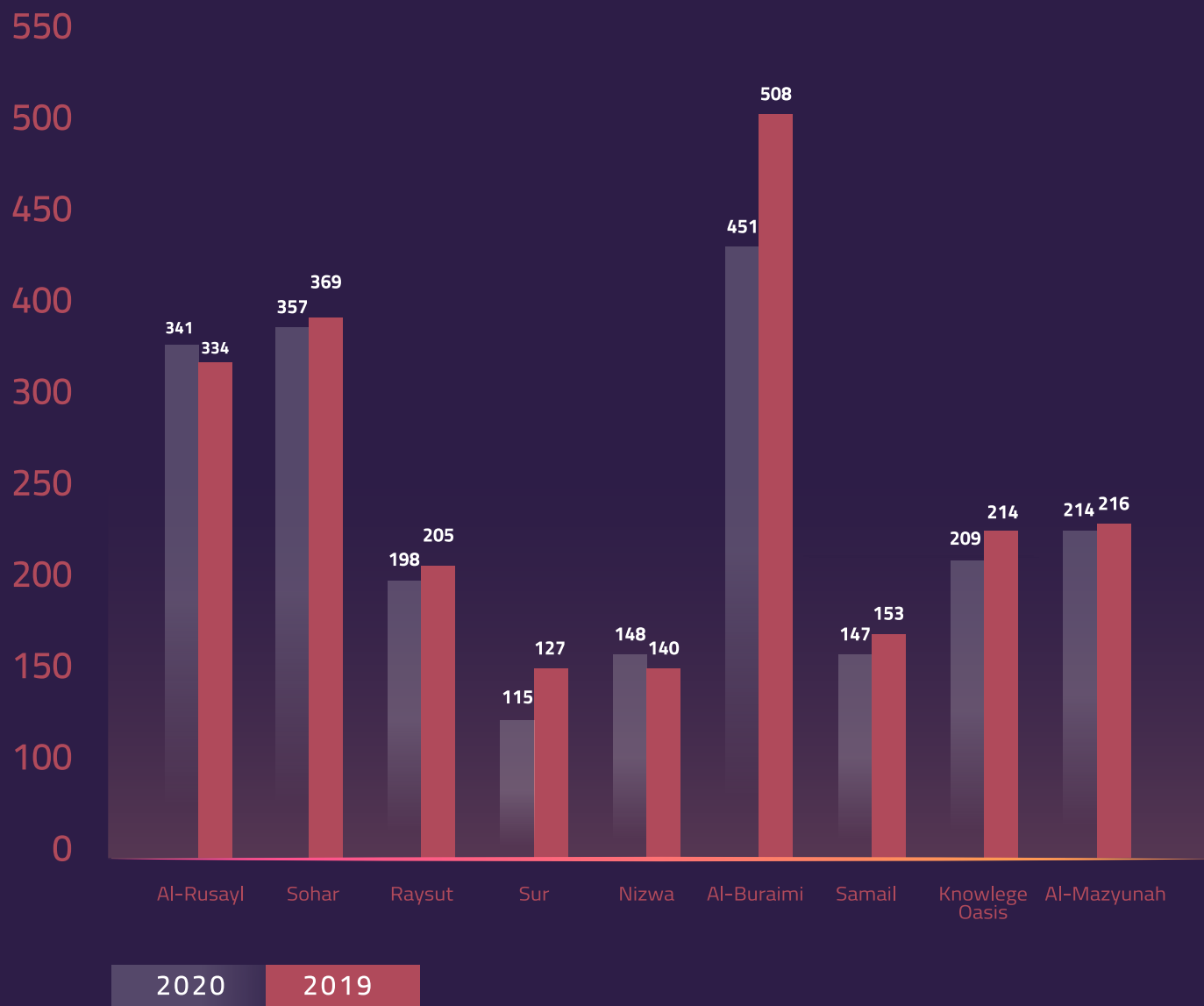


56.9%

The industrial projects in
the industrial cities out of
the total projects in 2020.



Number of Projects by City (2019 - 2020 Comparison)



Nizwa was the only industrial city that recorded an increase in the number of projects in 2020, with **148** projects in total compared to **140** projects in **2019**



2,180
At The End Of
2020

The table indicates a decline in the total projects in 2020, reaching **2,180** projects in **2020** compared to **2,266** projects in 2019.



2,266
At The End Of
2019

3.8%

The indicator for the number of projects in 2020 declination compared to 2019

103

The total number of new projects in the industrial cities in 2020



Numbers of 2020 Projects by Area of Investment for Each Stage



Number of Logistic Projects

14

Projects Under Construction

68

Existing projects

89

Total Projects

7

Projects With Designated Areas



Number of Service Projects

18

Projects Under Construction

182

Existing projects

206

Total Projects

6

Projects With Designated Areas



Number of Commercial Projects

33

Projects Under Construction

394

Existing projects

478

Total Projects

51

Projects With Designated Areas



Number of Industrial Projects

194

Projects Under Construction

906

Existing projects

1,240

Total Projects

140

Projects With Designated Areas



Number of Technical Projects

3

Projects Under Construction

141

Existing projects

144

Total Projects

0

Projects With Designated Areas



Number of Real Estate & Residential Projects

0

Projects Under Construction

23

Existing projects

23

Total Projects

0

Projects With Designated Areas



Total Projects

262

Projects Under - Construction

204

Projects With Designated Areas

1714

Existing projects

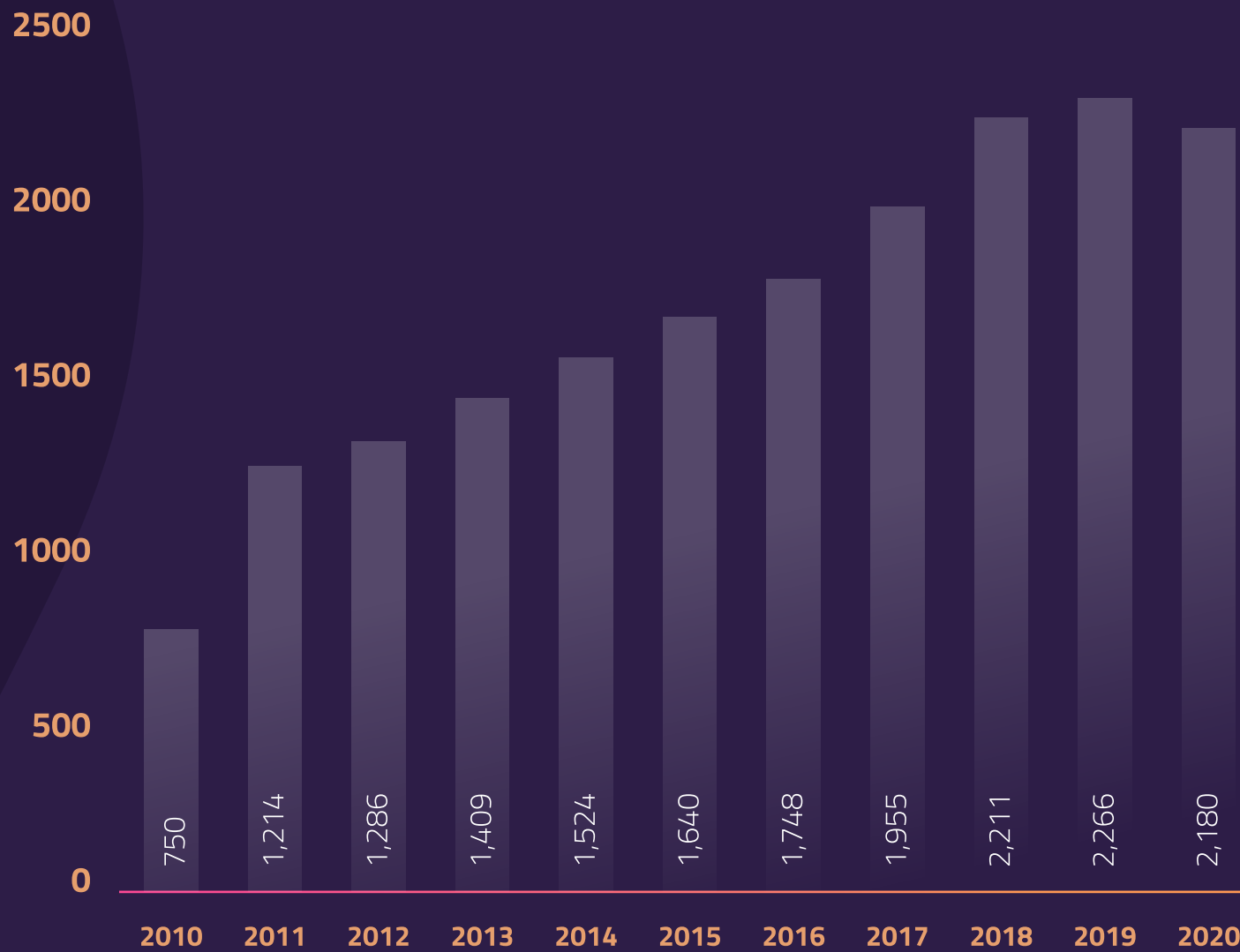
2180

Total Projects



The table shows the total projects in the industrial cities for the period from 2010 to 2020. The total projects during the said period continue to increase at different rates. Although Madayn has expanded its business through building new industrial cities and developing the existing ones such as Sohar Industrial City, to boost the investment and attract investors, it is evident that the total projects in the industrial cities have fallen at the end of 2020 to 2,180 projects. Also COVID-19 pandemic has affected the global economy in general and the local economy at the same time.

Breakdown of 2010-2020 Total Projects in Industrial Cities



**1,653
Projects**

The growth rate average of
the total projects during the
2010 -2020

Fourth: Areas





Total Areas (in Square Meters) by Type of Area for 2020

CITY	TOTAL AREA	Developed Area				TOTAL
		RENTABLE AREA	LEASED AREA	UNOCCUPIED AREA	NON-RENTABLE AREA	
Al-Rusayl	10,864,310	4,689,130	4,609,130	80,000	2,009,627	6,698,757
Sohar	30,990,456	18,306,588	10,729,211	7,577,377	2,930,211	21,236,799
Raysut	3,947,024	3,192,612	2,845,191	347,422	617,867	3,810,479
Sur	36,100,000	795,900	542,342	253,558	199,000	994,900
Nizwa	3,097,935	1,774,955	1,734,404	40,551	393,442	2,168,397
Al-Buraimi	14,412,294	3,426,094	1,636,094	1,790,000	819,005	4,245,099
Samail	7,773,876	5,613,242	2,231,510	3,381,731	2,061,215	7,674,457
Knowledge Oasis	759,566	288,482	248,197	40,285	98,541	387,023
Al-Mazyunah	17,093,820	3,665,933	1,552,391	2,113,542	834,067	4,500,000
Total	125,039,281	41,752,936	26,128,470	15,624,466	9,962,975	51,715,911

26%

leased areas ratio

125,039,281 square meters

The total area of Madayn's industrial cities

Undeveloped Area				
RENTABLE AREA	LEASED AREA	UNOCCUPIED AREA	NON-RENTABLE AREA	TOTAL
0	0	0	0	4,165,553
0	0	0	0	9,753,657
102,545	29,963	72,582	34,000	136,545
22,666,300	6,057,063	16,609,237	12,438,800	35,105,100
803,322	36,326	440,072	126,216	929,538
10,076,740	0	10,076,740	90,455	10,167,195
0	0	99,419	0	99,419
186,035	59,488	126,547	186,509	372,543
0	0	0	0	12,593,820
33,834,942	6,182,839	27,424,596	12,875,980	73,323,370

43%
The occupied area ratio





Breakdown of Total Leased Area (2019 - 2020 Comparison)

32,311,309 **34,281,381**
Leased Area 2020 Leased Area 2019

Raysut

Difference	Leased 2019
10,469	2,864,685
Difference %	Leased 2020
0.37%	2,875,154

Sohar

Difference	Leased 2019
-45,743	10,774,954
Difference %	Leased 2020
-0.42%	10,729,211

Al-Rusayl

Difference	Leased 2019
284,293	4,324,837
Difference %	Leased 2020
6.57%	4,609,130

-1,970,072
Difference



-5.75%
Difference %

Al-Buraimi

Difference	Leased 2019
-73,817	1,709,911
Difference %	Leased 2020
-4.32%	1,636,094

Nizwa

Difference	Leased 2019
-244,952	2,015,681
Difference %	Leased 2020
-12.15%	1,770,730

Sur

Difference	Leased 2019
-26,738	6,626,143
Difference %	Leased 2020
-0.40%	6,599,405

Al-Mazyunah

Difference	Leased 2019
-1,732,607	3,284,998
Difference %	Leased 2020
-52.74%	1,552,391

Knowledge Oasis

Difference	Leased 2019
0	307,684
Difference %	Leased 2020
0.00%	307,684

Samail

Difference	Leased 2019
-140,978	2,372,488
Difference %	Leased 2020
-5.94%	2,231,510

6%



The indicator for the leased areas has decreases in 2020 compared to 2019

Breakdown of 2020 Total Areas of Industrial Cities

City	Total area	Rentable Area	Leased Area	Unoccupied Area	Occupancy rate
Al-Rusayl	10,864,310	4,689,130	4,609,130	80,000	98%
Sohar	30,990,456	18,306,588	10,729,211	7,577,377	59%
Raysut	3,947,024	3,295,157	2,875,154	420,003	87%
Sur	36,100,000	23,462,200	6,599,405	16,862,795	28%
Nizwa	3,097,935	2,578,277	1,770,730	807,548	69%
Al-Buraimi	14,412,294	13,502,834	1,636,094	11,866,740	12%
Samail	7,773,876	5,613,242	2,231,510	3,381,731	40%
Knowledge Oasis	759,566	474,516	307,684	166,832	65%
Al-Mazyunah	17,093,820	3,665,933	1,552,391	2,113,542	42%
Total	125,039,281	75,587,877	32,311,309	43,276,568	43%





Fifth: Operational Management Statistics



Madayn strives to develop and provide its services in a flexible manner that meets the needs of the investors and helps saving time and efforts of its investors, beneficiaries, and employees

As a result of increased demand for industrial zones, wider investments in these zones, and the attention paid by Madayn to meet the demands for investment, 2020 has witnessed significant growth in the approved industrial investment plans to reach 164 plans while the number of the approved construction permits reached 110 permits, with a total permit of 1,674. Moreover, the number of the approved licenses for investment activity reached 894 in 2020.

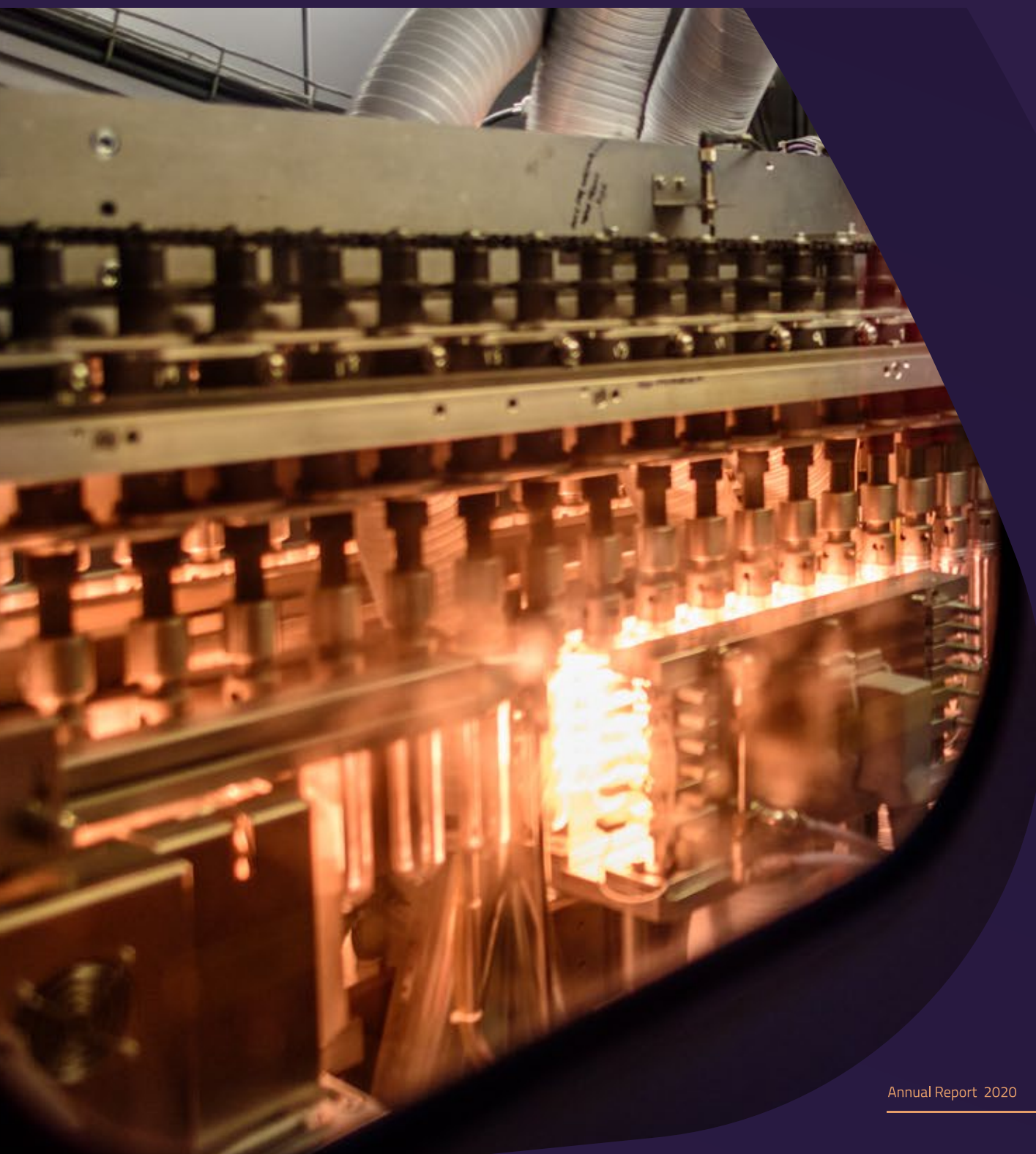


894
Omvattende
Lisensies

05

strategic projects





Strategic projects in 2020



Development

- △ Development of an area of 642,253 square meters in Khasab industrial city
- △ Development of the Thumrait industrial city
- △ Development of an area of 1.5 million square meters in Al-Mudhaibi industrial city



Completing

- △ Completing the seventh stage of development in Sohar Industrial City.
- △ Completing the fourth stage of development of an area of 600,000 square meters in Raysut industrial city.
- △ Completing the first and second stages of development of several plots of lands with an area of 2,413,723 square meters in (Block 5a, Block 5d, Office Block, Commercial Block) in Sur industrial city and its building.
- △ completing the fourth stage of development of an area of 918,000 square meters and the third stage development of an area of 1,140,000 square meters in Nizwa industrial city and renovating its main entrance.
- △ Completing the development of the free zone in Al-Mazyunah (1st stage (Package II) and 2nd stage in addition to roads RC, and RA2 in 3rd stage) and establishing a sewage treatment plant in this free zone.
- △ Completing development of an area of 300 thousand square meters at the second zone in Al-Buraimi industrial city
- △ Completing construction of the integrated shopping center that will serve the investors in Samail Industrial City (facility center)
- △ Completing construction of an integrated facility center to provide services to the investors in Al Mazyunah Free Zone (facility center)
- △ Completing construction of a residential city in Rusayl industrial city



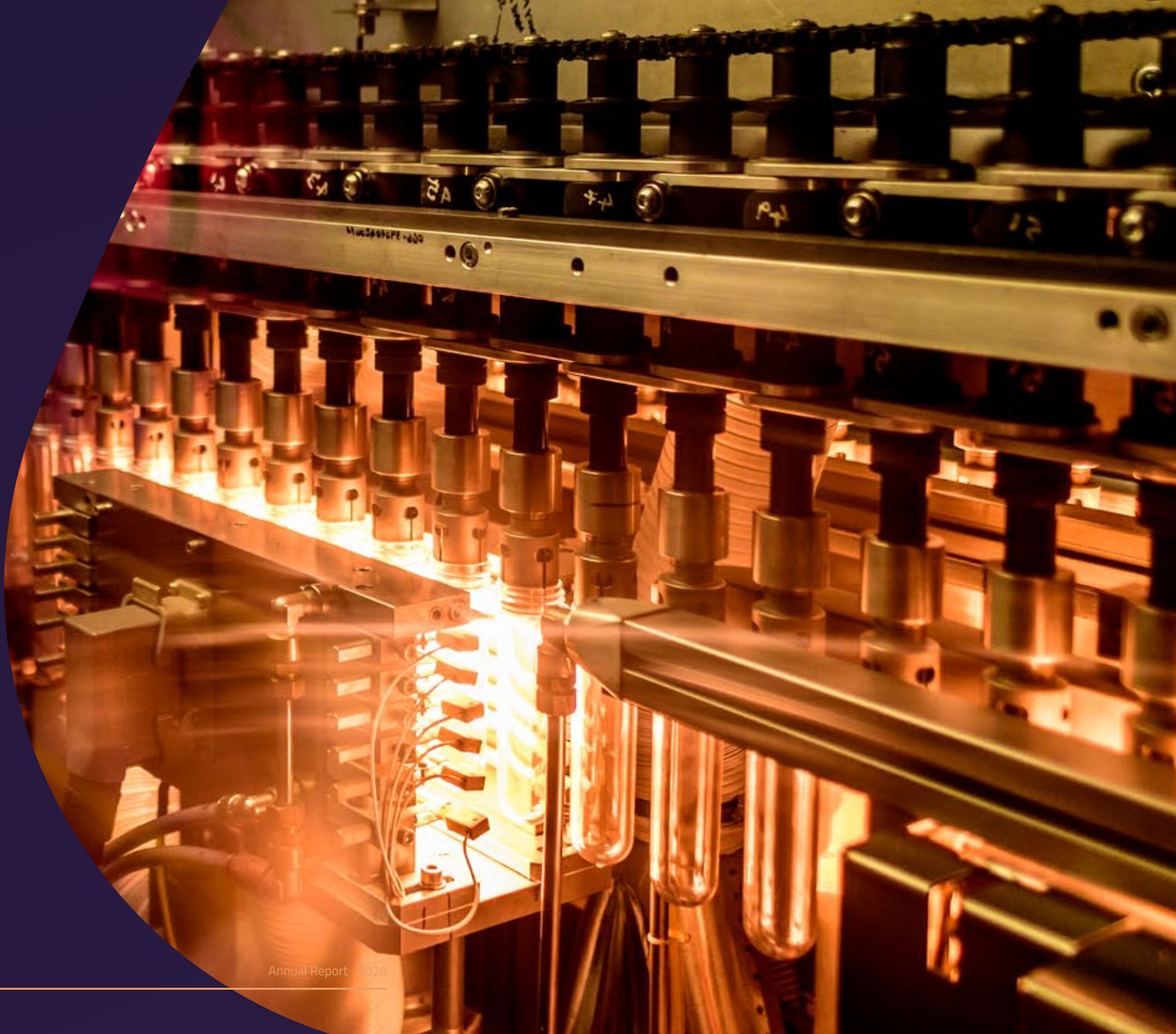
Implementing

- △ Sur commercial port
- △ Completing the first stage of development of an area of 3 million square meters in Ibri industrial city.
- △ Construction of the sixth building in the Knowledge Oasis Muscat.



Completion of

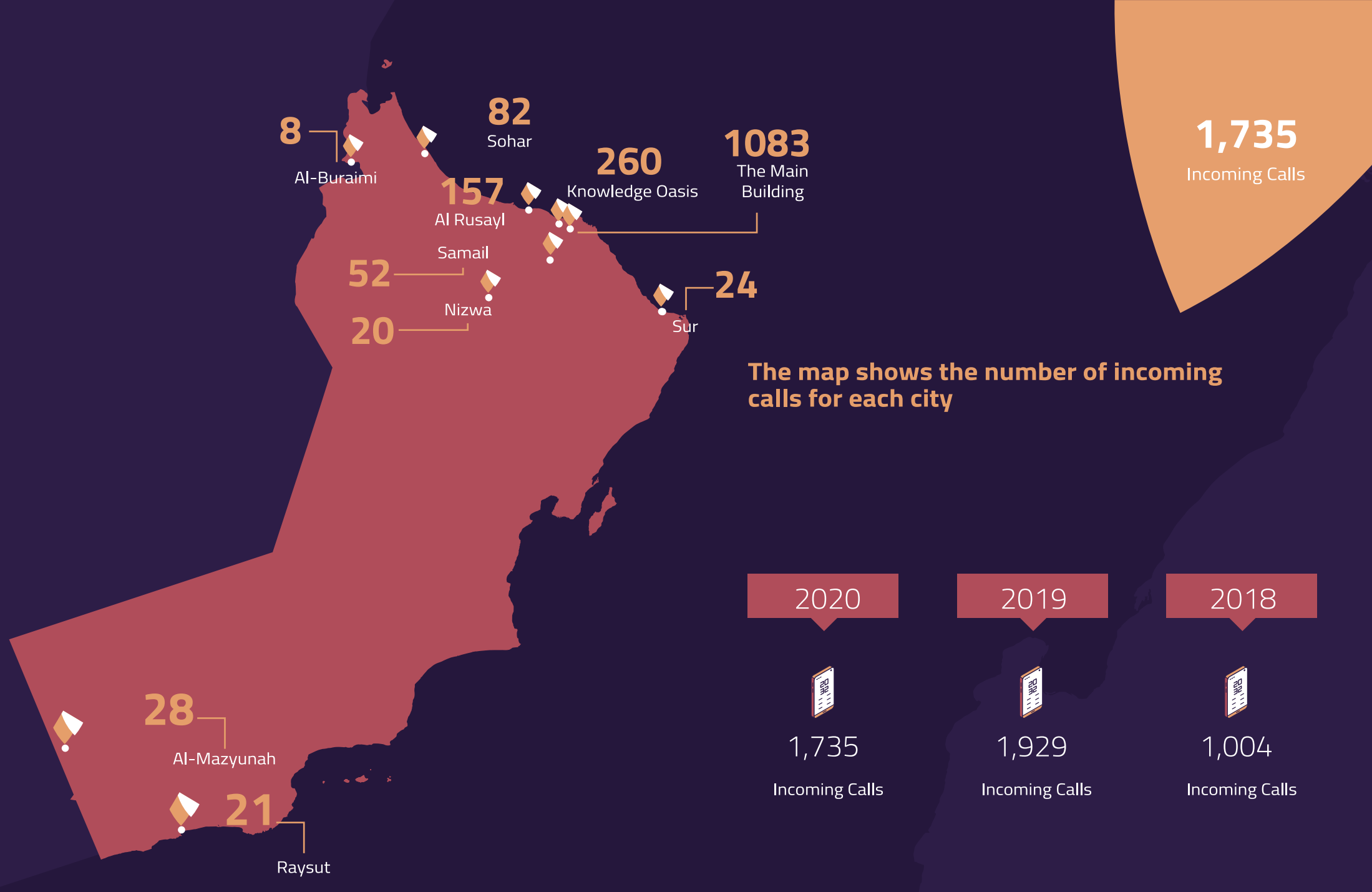
- △ Completing construction of an integrated facility center to provide services to the investors in Sohar industrial city.
- △ Completing operation of the integrated surveillance and control system for gates of Rusayl industrial city and installing the same system at other industrial cities.
- △ Completing establishment of the infrastructures in Samail Industrial City.
- △ Completing the implementation of the project of developing the Knowledge Oasis buildings' area and increasing the landscaping.
- △ Completing the renovation of the water system for Block (5A) in Sur industrial city.





Service Call Center

This center uses the latest technologies and state-of-the-art technology systems to provide services for investors and help them overcome all challenges in cooperation with different authorities in the Sultanate. The center receives investors' transactions, facilitates all localization procedures, and receives all Madayn's incoming calls from investors, companies, or those who are interested in knowing more information about Madayn. The center also responds to investors' inquiries and complaints and provides them with the information and data they need. The total incoming calls received by the center at the end of 2020 were 1734 calls compared to 1,929 calls at the end of 2019. The decrease in the number of incoming calls in 2020 is attributable to the economic effects of the COVID-19 crisis.



1,735
Incoming Calls



Empowering Omani Human Resources

Given the role played by Madayn in improving the skills and capabilities of its employees and staff of the investing companies and plants, to achieve the objectives of Madayn 2040 vision emanating from the National Vision P.E. and in line with the developments that Madayn witnessed in the last few years, Madayn Industrial Academy seeks to:



Develop the national human resources and support the Sultanate's qualification and training programs through building a national workforce that receives theoretical and practical training.



Conduct researches and studies, and provide technical, administrative, financial advice with a view of developing products, and production processes, and facilitating work procedures.



Create an enabling environment to encourage initiatives and creativity in business development.



Major Promising Projects



Major Promising Projects

As a part of the management and operation framework of cities and the instructions to boost the investment and create an attractive business environment in line with Oman's vision 2040 by enabling the private sector to play a role in providing several logistic support services, Madayn announced during the last period that it would offer investment opportunities in some industrial cities for developers and investors to establish, manage and operate projects, including for example

-  **The sixth building project**
 **in the Knowledge Oasis Muscat,**
 **with a total area of 11,688 square meters.**
-  **Establishing an engineering services workshop to serve plants**
 **in Sur industrial city**
-  **Establishing and operating the residential city project**
 **in Nizwa industrial city**
 **on an area of 63,454 square meters.**

-  **Building an integrated residential compound**
 **in Raysut Industrial City**
 **on an area of 57000 square meters.**
-  **Construction of the service building**
 **in Samail Industrial City.**
-  **The multi-parking building project**
 **in the Knowledge Oasis, Muscat,**
 **with a total area of 20045 square meters.**



Construction, management, and operation of a shipyard in Sur industrial city.



Establishing and operating the commercial service zone project



in Nizwa industrial city



on an area of 33967 square meters.



Construction and operation of a residential city with all its annexes



in Samail Industrial City.



Construction, management, and operation of a shipyard



in Sur industrial city.



Financing, building, managing, and operating a sewage treatment plant



in Sur industrial city.



Financing, establishing, managing, and operating a staff accommodation village



in Sur industrial city on the area designated for the staff accommodation.



Financing, establishing, managing, and operating an office building and support services



in Sur industrial city.

06

Human capital







Investing Into the Future

In its effort to achieve its objectives and perform its operations effectively in line with the recent developments and within the efforts made by the government in restructuring the administrative apparatus of the state, Madayn has adopted a new organizational structure. This structure aims to organize the sectors, especially after assuming responsibility for increasing and attracting local and foreign investments, playing a role in society, focusing on implementing the strategic plan that goes in line with the Sultanate's vision 2040, trying to manage changes and establishing objectives and values among employees to push the development process forward.

Meanwhile, the human resources have been rotated within Madayn to implement the strategic plans and projects effectively, and to empower them with knowledge, and to develop and measure their performance in coordination with the relevant departments, such as the General Directorate for Planning and Business Development, Madayn Industrial Academy, and the General Directorate for Administrative Affairs and Human Resources.

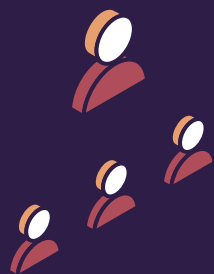
The General Directorate for Human Resources will, in the coming period, implement the human resources strategy in conjunction with Madayn's strategy as a partner and center with a positive impact. It will also ensure sustainability and continuity of business efficiently, effectively, acknowledge Madayn's human resources that are critical for its success, create an enabling work environment to make it easy for employees to perform their duties, and provide the necessary E-Systems.





Developing Human Resources & Improving Skills

Madayn has tirelessly endeavored to develop its employees by creating a database for the best talents in the labor market to build an advanced and integrated system based on creativity and innovation.



343

employees
in total



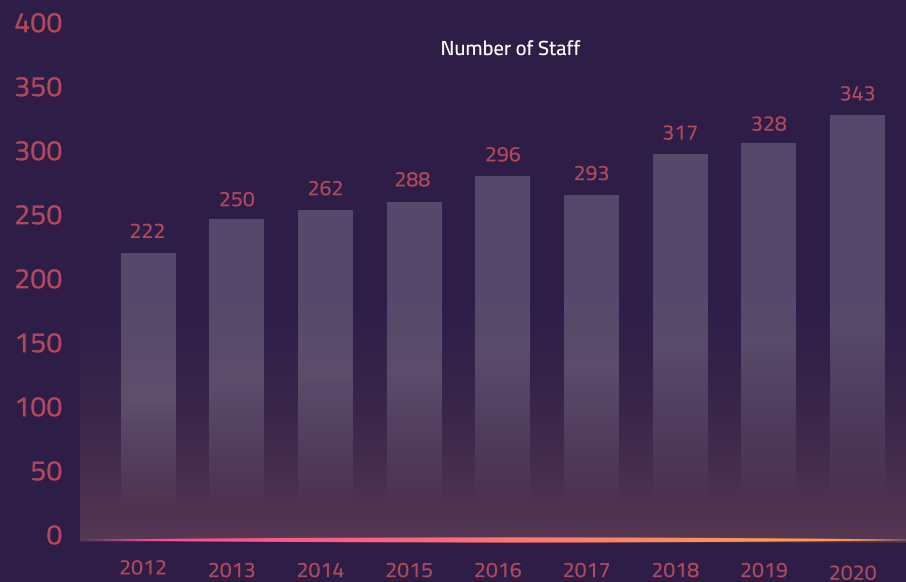
255

The number of male
employees was 255
251 Omani employees
& 4 foreign employees



88

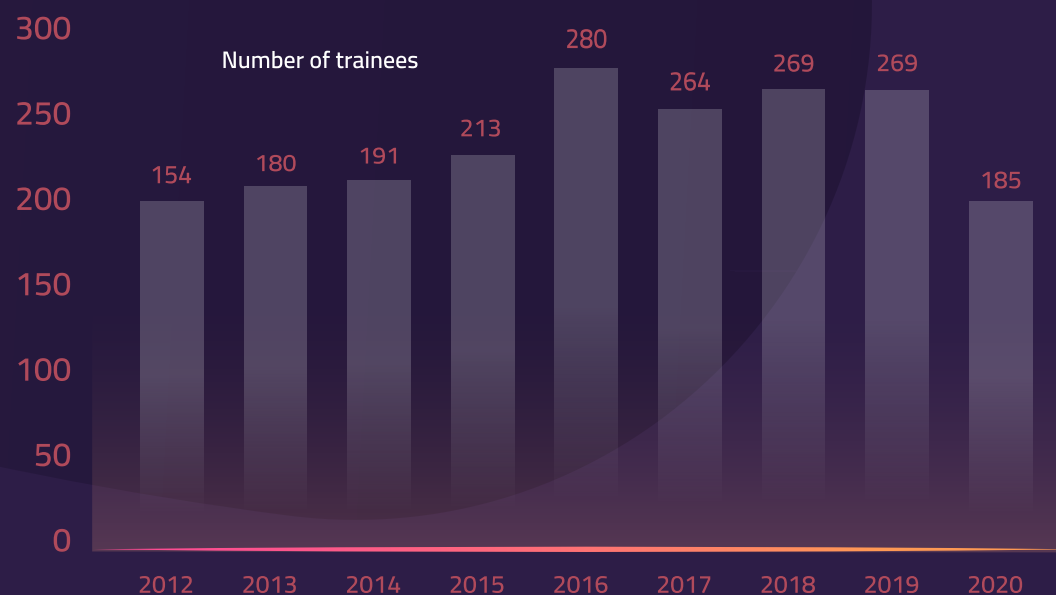
The number of female
employees was 88
87 Omani employees
& one foreign employee



Madayn's 2010 - 2020 Total Staff

Training Programs

Madayn seeks to provide the best training programs and customized and technical courses for its employees to achieve its operational goals and create a supportive and stimulating environment for career development. The training approved by Madayn depends on the annual goals of the employees and how to enable them to achieve these goals. In this regard, many development plans and programs that have trained approximately **185 employees** have been implemented in 2020, such as:



Madayn's 2010 - 2020 Total Trained Staff

The most prominent development plans and training programs

- △ Contemporary Challenges & Modern Methods of Performance
- △ Job Performance Evaluation Skills
- △ Energy Saving
- △ Entrepreneurship & Innovation
- △ Industrial Wastewater Management
- △ Training & Guidance for Better Outcomes
- △ Recent Trends in Human Resources
- △ Accident Prevention in the Workplace
- △ Business Administration Support - Management Consultations
- △ Change Management & Business Process Reengineering
- △ E-Learning
- △ (Vankatich)
- △ Civil Engineering (Soil Improvement)
- △ Feasibility Study
- △ Inspection & Occupational Safety



In its efforts to contribute to the comprehensive and sustainable economic and social development through the effective management of its industrial cities and to achieve its desired objectives to develop its services and facilities to create an attractive

by providing
All services
within its cities
industrial cal:



Roads



Gas



Electricity



Sewage
Networks



Stations
Technology



Water

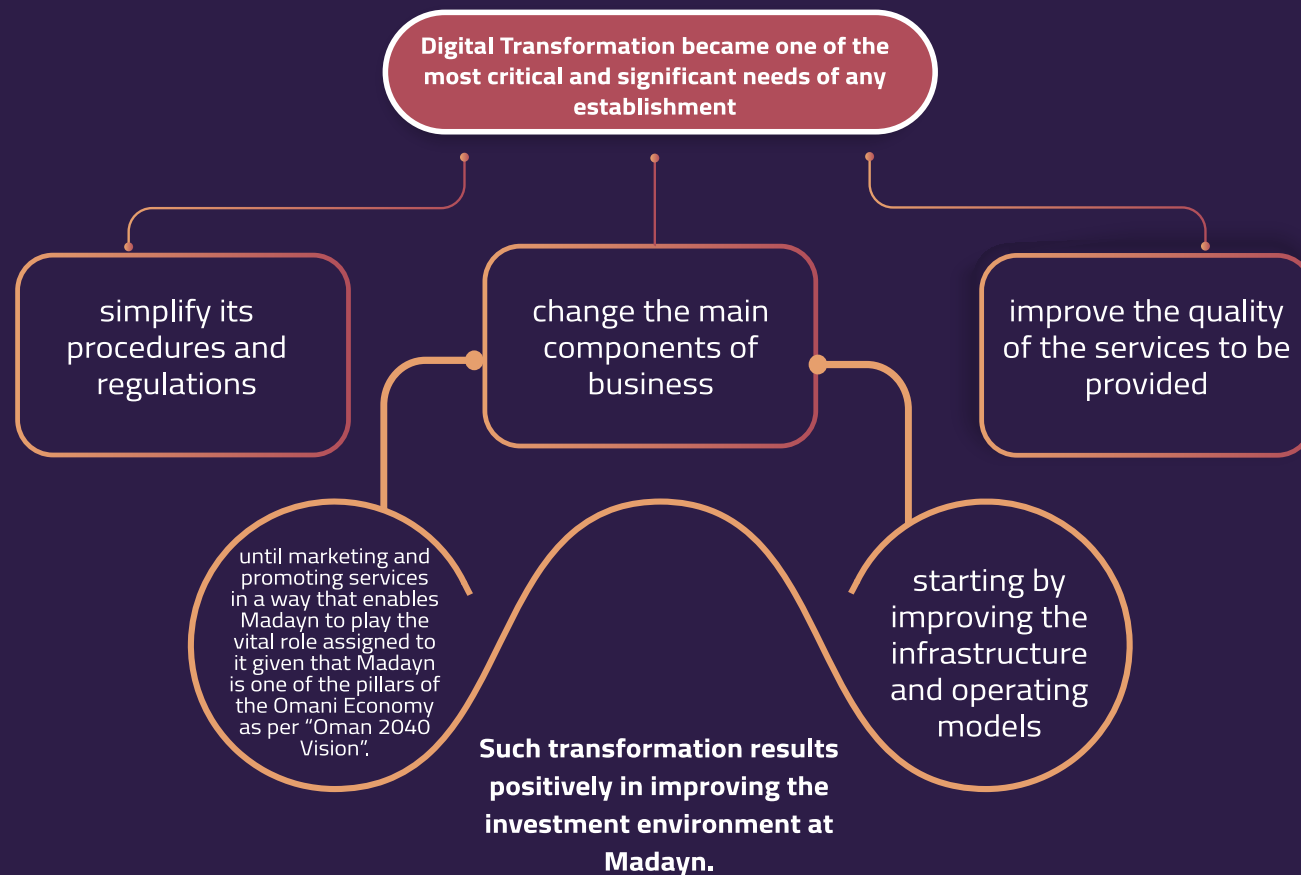
environment for local and foreign investments through providing all services in its industrial cities, such as electricity, water, gas, sewage systems, technology stations, and roads, Madayn has inaugurated Masar Service Centers in partnership with government and private agencies to serve investors and those who are in charge of their business. This center serves as a standard investment platform designed to facilitate and streamline measures for obtaining all the approvals, permits, and licenses necessary for the investment projects at the one-stop service center and within a specific period. Masar aims to provide one-stop services for investors to create an investment-attractive environment in the Sultanate. Madayn has:

- △ Officially inaugurated two Masar service centers at Rusayl and Sohar industrial cities at the end of 2020, and other centers are still being inaugurated in 2021.
- △ Developed a program for monitoring the performance of Masar service centers and preparing periodic reports on their achievements in certain areas.



Digital Transformation of the Establishment and its Future

Madayn started taking principal procedures for the purpose of developing a timeline to achieve the national objectives assigned to Madayn with regard to E-Government Transformation Plan certified by the Council of Ministries on June 2012; by adopting the E-Government Plan of the Establishment on June 2013 as per the vision and message of the Public Establishment for Industrial Estates.



The main elements covering all aspects of Digital Transformation:

01

Human Capabilities.

02

Technical Capabilities.

03

Procedural Capabilities, governance, development and documentation of procedures, simplifying such procedures and ease of access.

04

Method of display and quality of content that identifies the Establishment. Digital Transformation Plan focuses on establishing and adopting basic procedures to



Digital Transformation Map of the Establishment (2021-2025) Future Orientations

The Most Significant Changes in which the Establishment seeks to implement upon execution of E-Government Transformation Plan

This national objective (Partnership and Integration between SMEs adopted by Established Organizations) generates Organizational Policies and Objectives (Efficiency in providing governmental services for investors by continuous development of operations and governmental procedures, and increase connection and communication with all partners). As a result, (Digital Transformation of all services of Madayn) is proposed as one of the targeted programs and activities through the upcoming stage. Accordingly, Madayn seeks by several means to enhance digital transformation process. Madayn focuses on finding systems compatible with the applicable regulations, and transform the said systems into work mechanisms and apply re-engineering to the same, in addition to enhancing services providing governance and evaluating by performance indicators, while considering continuous improvement of the same; for the purposes of providing high-quality services.

Digital Transformation Plan focuses on establishing and adopting basic procedures to achieve the intended objectives; to work on several priorities among basic fields, such as:

- △ Governance of Information Technology and Communications.
- △ Providing Online Services.
- △ Internal Efficiency and Competency.
- △ Compliance with using Information Technology and Communications.
- △ Digital Access Policy.
- △ Organizational Development.

Establishment Vision with regard to Implementation of E-Government Transformation Plan

Technical empowerment to achieve leadership in work environment and comprehensive digital transformation of services and business models to achieve the ambition and needs of the beneficiaries.



E-Madayn Portal Project

Madayn works on digital development by

- △ Adding improvement features that ensure establishment of basic structure Supporting digital transformation
- △ This includes systems, customized and common digital solutions
- △ Hosting environments, networks, licenses
- △ Integration and other improvements required to achieve the intended national objectives

Taking into account the Cyber Security course and development of required capacities to ensure systems and information/data security, as it is considered a major element and goes in parallel with digital transformation programs; one of the most significant of these projects.

eMadayn

- △ Is a platform concerned with management of all resources of the Establishment
- △ Adopts the principle of improvement and simplification of procedures
- △ It replaces the current establishment management system of limited capacities and is considered a route to unify all

Targeted Objectives of the Project

- △ Extensive study of all operations and procedures.
- △ Draw maps of the operations required to be re-engineered as per the regulations.
- △ Operations Documentation.
- △ Business Requirements Documentation.
- △ System Technical Requirements Documentation.
- △ Matching business analysis with modern technologies.
- △ Reflecting all plans with all programs in the system.
- △ Application of the best practices to resource management systems.
- △ Adoption and application of all technologies and initiatives of digital information such as online certification and online payment portal.

Publications & Advertisements

At the level of Media efforts, Madayn managed to perform various tasks in 2020, including the following :

**Shooting events
to be published
in various
media.**



**Madayn Booklets
Project**



**Online Media
Documentation.**



**Musical Identity
Project**



**"Legal Acts" Book
Project**



**Publishing
various news
related to the
Establishmen**



**Madayn Photo
Album Project.**



**Administration
of Madayn social
media accounts.**



Channel	Quarter of the Year				Total
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	
Various news in multiple newspapers	28	20	20	14	82



Local and International Exhibitions

Regional & International Participations:

Considering cooperation and regional and international business relationships, Madayn participated and represented Sultanate of Oman in several regional and international conferences and meetings related to the Establishment, in addition to development and implementation of specialized promoting and marketing campaigns, including without limitation:

Participation in annual (Gulf Food) exhibition in Dubai



Dubai City



This Exhibition is convened in February each year



Participation takes place through establishment of section allocated for Omani Companies to participate in the Exhibition, promote the products of these companies, conclude Marketing Contracts, and attract new suppliers and investors to Madayn. The Establishment participated in this Exhibition (9) times so far. (confirmed)

Contribution in organizing OPEX exhibition (exhibition to promote Omani food products abroad).



In Rwanda



29th of February to 4th of March 2020



The Establishment participated in this Exhibition (9) times so far. These exhibitions aim to enhance the position of Oman on the global map of trade and open new international markets for Omani Exporters and Producers. They also aim to find promising trade opportunities and conclude trade deals that strengthen the business relationships and promote Omani products in the said markets.

Participation in Embassies Market

As per the request of the Omani Embassy in Bahrain

in the Kingdom of Bahrain

Participation in this Exhibition for the purposes of providing and displaying Omani products in the Embassies Exhibition to promote and finding new marketing places for these products, subject that the revenues of these products are allocated for charities.

Participation in Food & Health Exhibition

in the Kingdom of Saudi Arabia at Riyadh International Convention and Exhibition Center

A Section is established in this exhibition to promoted and introduce Madayn and Industrial Cities affiliated thereto, by meeting number of investors and businessmen to inform them of the investment opportunities in which Sultanate of Oman provides in various fields.





International Business Relationships and Cooperation

In the same context, and for enhancement of international relationships and cooperation, Madayn convened several investment meetings with investors from brotherly and friendly countries, including without limitation:

- △ Omani-Indian Investment Meeting.
- △ Economic Forum of Oman
- △ Omanization in the Industrial Sector Symposium – Challenges and Solutions.
- △ Participation in the fourth edition of China-Arab States Expo in Yinchuan.

Awards and Achievements

In relation to awards and achievements of Madayn, the Establishment managed to achieve a set of awards, in which we summarize below:



Madayn managed to maintain **ISO Certificate 9001:2015** in Quality Management Systems of all the industrial cities.

07

Corporate Social Responsibility (CSR)

To promote the concept of corporate social responsibility among the companies operating and investing in the industrial cities, Madayn has developed together with its partners programs as well as initiatives and a CSR strategy and policy that particularly fit the nature of its business and activities and the enterprises within its geographical scope.

This strategy has taken into account the international and regional sustainability and CSR regulations and methodologies, such as the United Nations Charter, the universal sustainable development goals, ISO26000, and the social return on investment.



The major CSR efforts and initiatives carried out by Madayn in 2020 are as follows:



What is

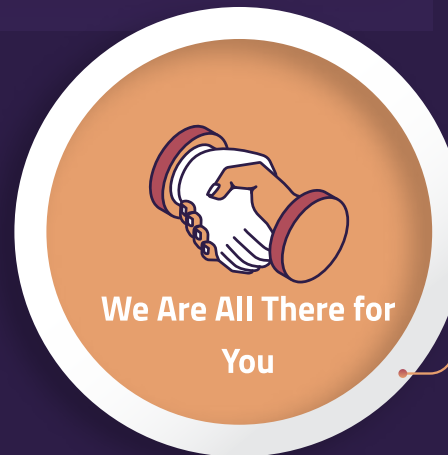
This walkathon event came as part of Madayn's efforts to put its CSR activities and projects into practice, and strengthen its role in serving the community through bringing together the community members and the investing companies in the Knowledge Oasis Muscat (KOM) in such friendly and sporty gatherings.

Role

Such initiatives help to enhance the partnerships opportunities for achieving development in all aspects.

Idea

The walkathon took place under the slogan "Walking for Good Health", and coincided with World Health Day which is celebrated on the 7th of April every year.



What is

Madayn, in cooperation with Ehsan Association, organized a volunteering initiative at the Social Care House for the Elderly in Al Rustaq under the slogan "We Are All There for You".

Role

The event aimed at encouraging Madayn's employees, and the companies and factories based in Madayn's various industrial cities to participate in this initiative to strengthen partnership with the private sector in future development projects.

Idea

The event included various activities, such as giving gifts to the elderly, helping them to perform their day-to-day activities, and a variety of entertaining activities.



Madayn Running Event

What is

Madayn organized a Running Event at Al Buraimi Industrial City in cooperation with Al Buraimi Volunteer Team.

Role

Targeting the citizens and residents in the Sultanate, the event aimed at promoting the spirit of initiative, cooperation, and significance of sports among the society.

Idea

With the participation of more than 100 competitors of different nationalities, the event included a running competition, rope-pulling contest, a prize draw among other activities.



A Collaborative Community for Sustainable Environment

What is

Madayn, represented by its Social Responsibility Department, organized a cleaning campaign under the slogan "A Collaborative Community for Sustainable Environment" at Al Seeb Beach in coincidence with Oman Environment Day which is celebrated on January 14th of each year.

Role

The beach cleaning campaign came in line with the awareness initiatives adopted by Madayn through organizing various programs and activities to enhance social responsibility, serve the community and the environment, move towards achieving its development and volunteering mission in all aspects.

Idea

The importance of this campaign lies in underscoring Madayn's role in promoting environmental protection together with all relevant authorities and units that pay attention to the protection of the environment, which is our true home that needs to be protected and preserved.



Together for Green Madayn

What is

Madayn, represented by its Social Responsibility Department, co-organized together with its partners and investors an awareness-raising campaign under the slogan "Together for Green Madayn".

Role

The campaign aimed at encouraging the companies investing in Madayn to plant trees and increase the green areas in the industrial cities

Idea

The objective of this event is to minimize the negative environmental impacts of the factories in the industrial cities and to raise awareness among the industrial companies investing in Madayn to work together towards achieving an ideal environment.

Goal

Targeting the investing companies in Al Rusayl Industrial City, in particular, this campaign was organized at Al Rusayl Industrial City under the slogan "Together for Green Madayn" on the Sultanate's Tree Day.

08

Promising Cities





What Makes You Invest in Madayn ?

- △ To sign a thirty-year lease contract that can be renewed for a similar period in consideration of nominal fees (One Omani rial/square meter on annual basis) for the first five years of the industrial investment period.
- △ To enjoy the right to waive the lease contract during the remaining period of its term in consideration of nominal fees (One Omani rial/square meter, only once).
- △ To enjoy the right to put the buildings and the facilities on the leased plots of lands for sale.
- △ To enjoy the right to mortgage the buildings and the facilities on the leased plots of lands.
- △ To enjoy the right to add new partners to the lease contract.
- △ To have the buildings and the facilities fairly assessed upon the expiration of the lease contract.
- △ To be granted developed plots of lands with full utilities (water, electricity, gas, telecom, sewage system).
- △ To have transparent legal frameworks for rights and obligations.
- △ To be provided with the services within the specified periods .
- △ To participate in the international and local exhibitions organized within the 'Made in Oman' campaign.
- △ To participate in all workshops, seminars, and exhibitions organized by Madayn
- △ To have access to integrated residential cities.
- △ To receive support from the government agencies through Masar.
- △ To have access to investment cities where separate legislation and regulations are applied.
- △ To be exempted from the income tax for the first five years of the industrial project period.
- △ To be exempted from the taxes and the customs duties on production.
- △ To have a 50% reduction of the fees for issuance and renewal of environmental permits in certain activities.
- △ To engage into certain industrial activities without an environmental study.
- △ To have access to a well-prepared infrastructure.
- △ To invest in industrial cities situated close to roads, ports, airports (Logistics)



Madayn Services



Issue and approve the survey plans – the layout plans.

Issue all licenses and permits necessary for business activities in the industrial cities and approve drawings, and issue the construction permits as well as the certificates of completion.



Provide suitable well-prepared plots of lands for the (industrial, commercial, technical, service) investment projects.



Provide 24-hour security services in the industrial cities.



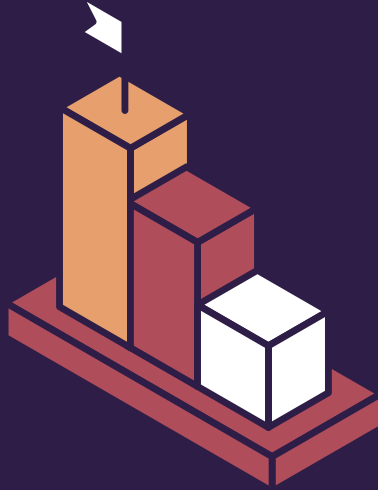
Provide maintenance services and utilities (water, electricity, telecom, gas).



Provide environmental services (cleaning and tree planting services in the industrial cities).

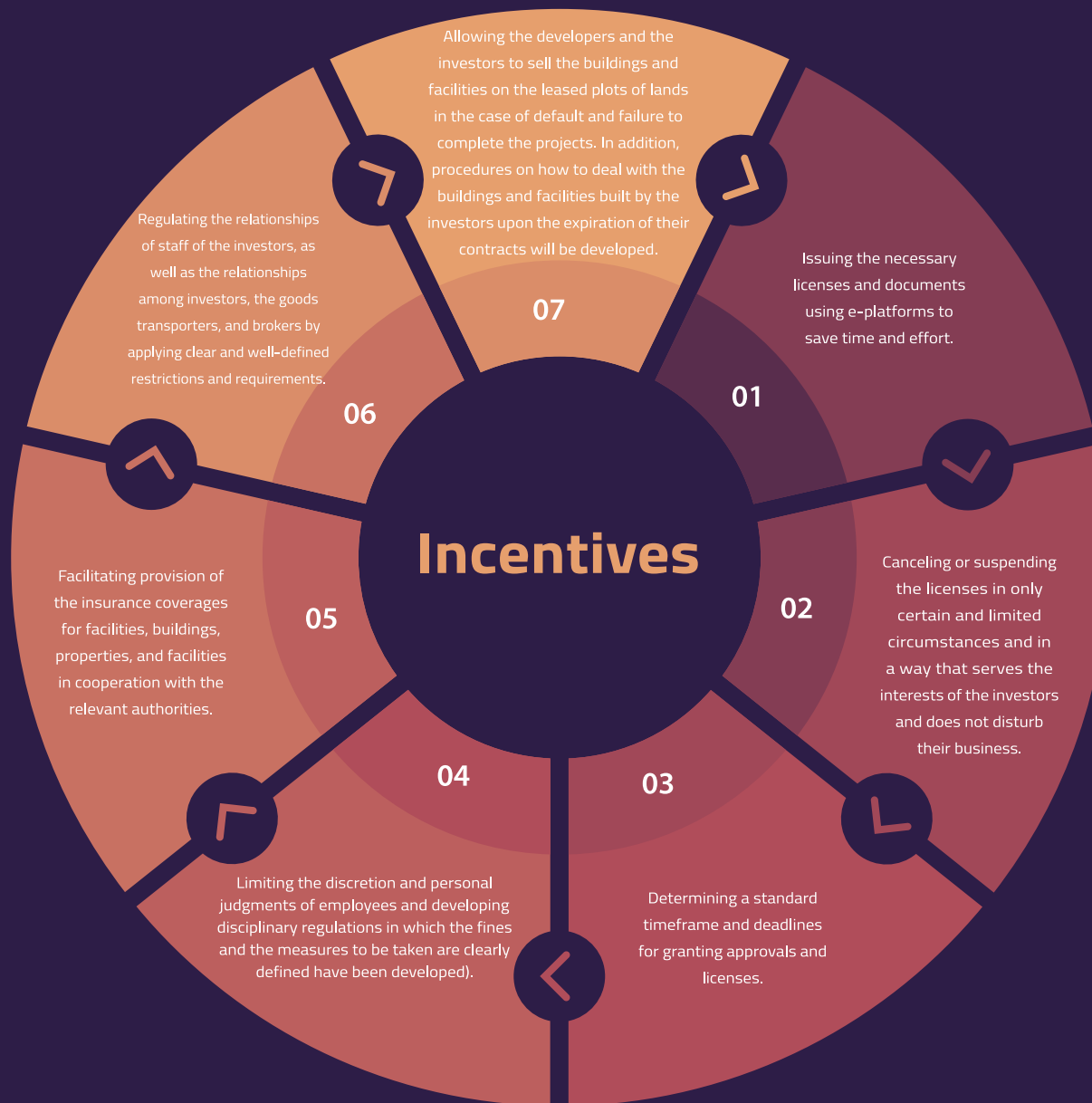
DNDI





Workforce-Related Incentives for Buildings & Facilities Inside Madayn's Industrial Cities

To ensure quality services, no investment activity will be only allowed in the industrial cities unless a license for investment activity is obtained. Such licenses can be renewed on an annual basis. However; they will be granted only if simple procedures, standards, and requirements that boost the economy in general, and specify the rights and obligations of the investors and Madayn are met. Such procedures include, but are not limited to the procedures for:



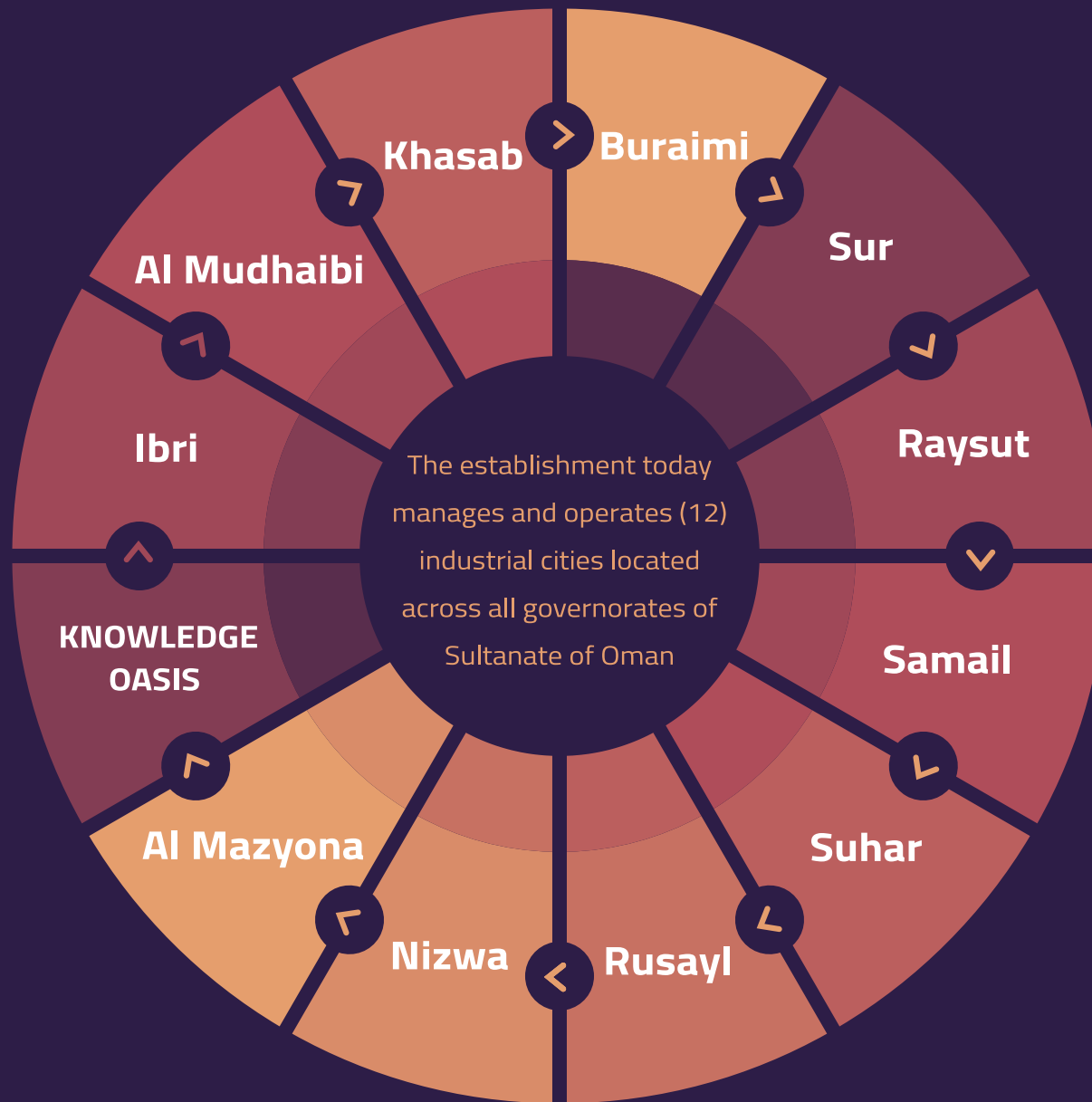


The Public Establishment for Industrial Estates, today known as Madayn, was established in 1993

in continuity of the industrial march
that began in the Sultanate with the
establishment of Rusayl Industrial city

In 1983

The success story of Rusayl Industrial city
encouraged the establishment of Madayn, which
today manages and operates (7) industrial cities







Governorate : Muscat – Wilayat of : Al Seeb



1983



Total area (sqm): 10,859,175 sqm

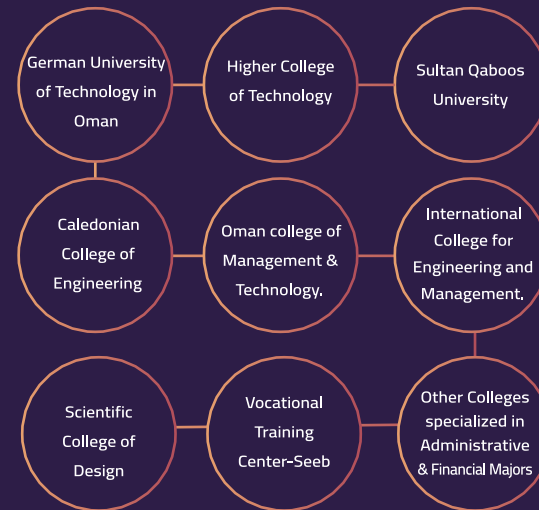


Nearest Port: Sohar Industrial Port – Distance (218 km)



Nearest Airport: Muscat International Airport – Distance (20 km)

Nearest University/College/Technical University:





Most Significant Existing Industries

Foodstuff

Fiber Optic
Cables

Building
Materials

Batteries

Chemicals

Furniture

Filters

Paints

Stationery

Textiles
& Graments



Rusayl Most Significant Development Projects

Increase landscaping over an area of (2000 m2) annually.

Development of Logistics
Services Area over an area of
500,000 sqm at Rusayl
Industrial City.

Development of Infrastructure at Rusayl
Mountain Area – Package Two.

Rehabilitation of Rusayl
industrial City.

Establishment of Public Parking
building at Rusayl Industrial City.

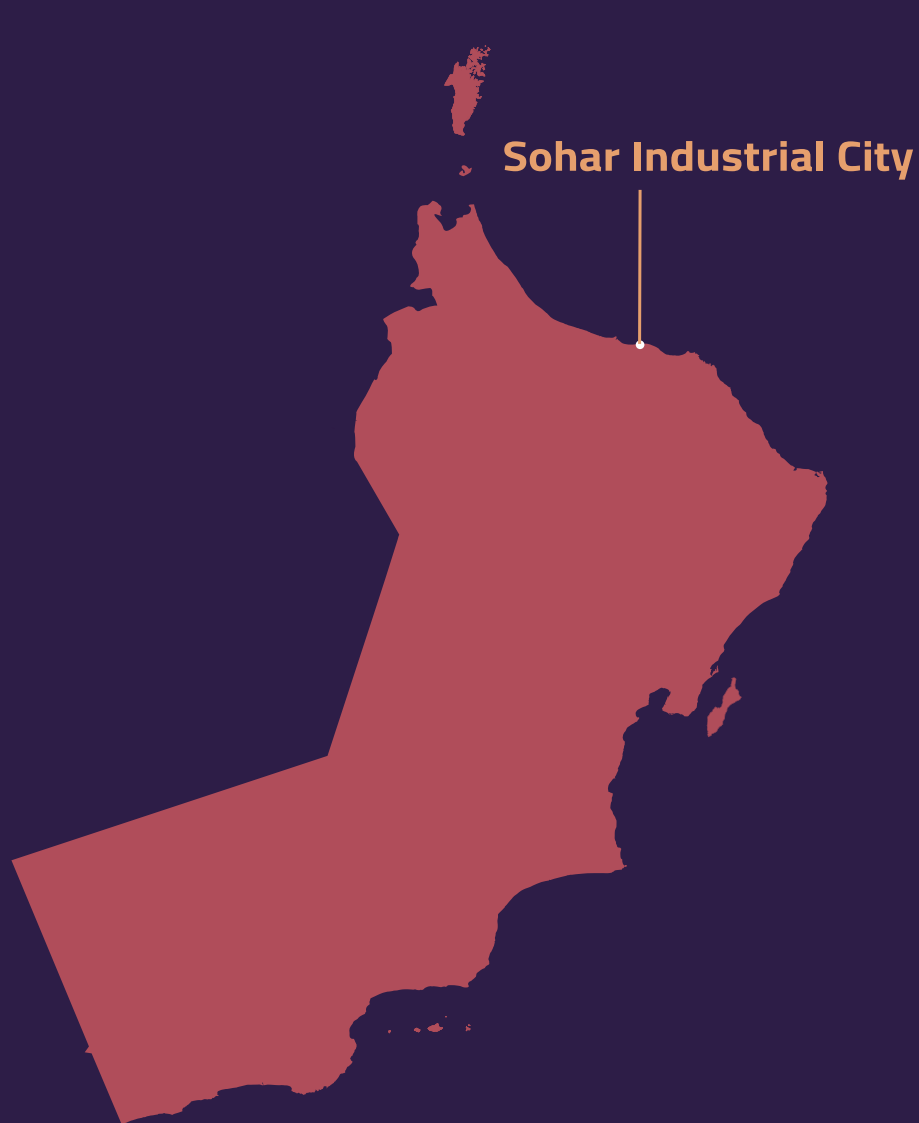
Establishment of an integrated Mall to
serve the investors, in addition to
providing one-shop services
at Rusayl.

Design & Implementation of new
Wastewater Plant at Rusayl
Industrial City.

Establishment of Rusayl
Industrial City entrance.

Re-evaluation of the leased plots over
an area that exceed (10,000 m2), in
addition to evaluation the extent in
which the project uses and benefits
from the said plots.

Evaluation of the Master Plan of the City.



Sohar Industrial City



Governorate: Al Batinah North



Wilayat of: Sohar



Total area (sqm): 21,237,225 sqm



Nearest Port: Sohar Industrial Port – Distance (10 km)



Nearest Airport: Sohar International Airport – Distance (10 km)

Nearest University/College/Technical University:

Shinas College
of Technology

Sohar
University

Vocational
Training
Center
-Sahm

College of
Applied
Sciences
– Sohar



Most Significant Existing Industries

Foodstuff

Detergents

Building Materials

Steel Bars

Marble

Resins

Engine Oil

Glass

Furniture

Paper Production
Paper Recycling



Sohar Most Significant Development Projects

Increase landscaping over an area of (2000 m2) annually.

Establishment an Integrated Commercial Area at Sohar Industrial City.

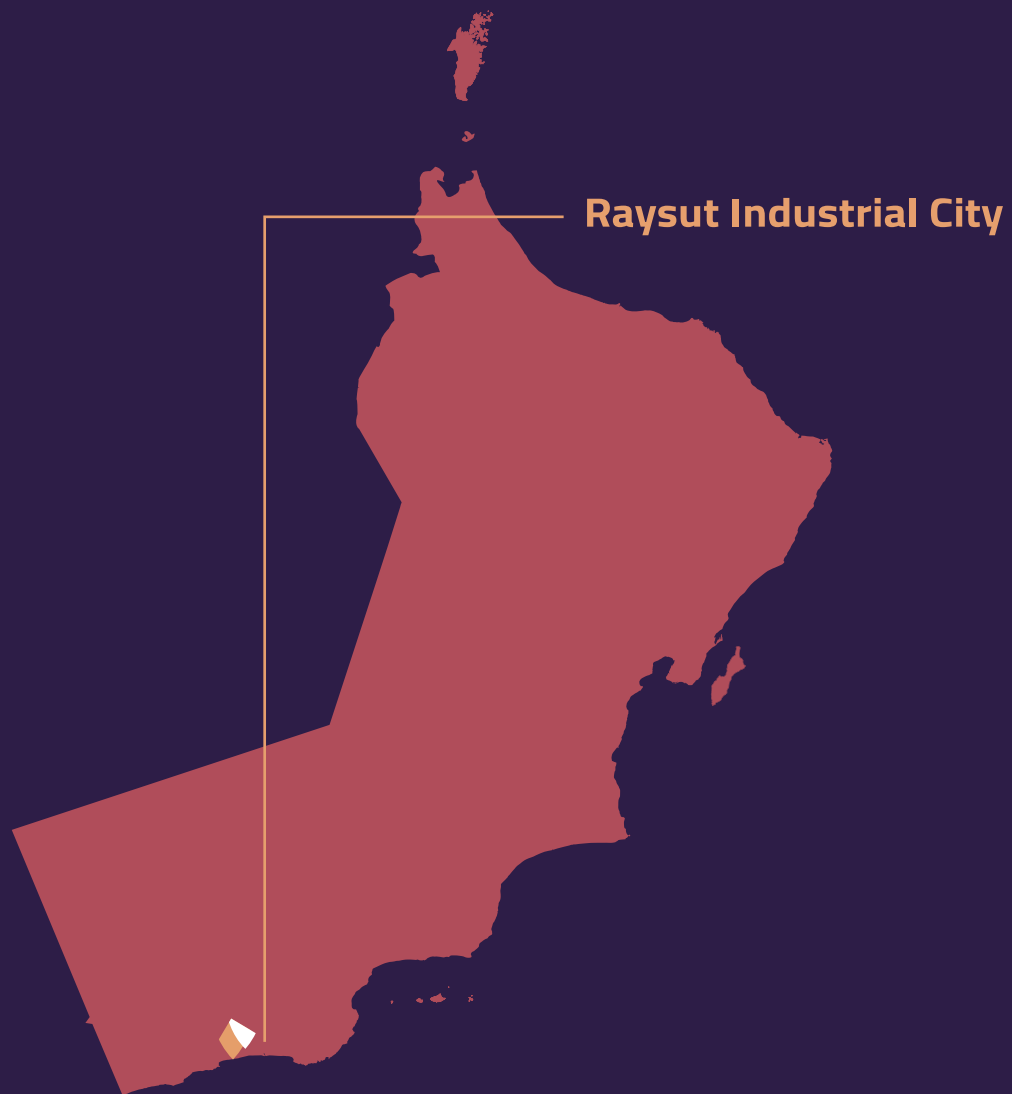
Establishment of an integrated Mall to serve the investors, in addition to providing one-shop services at Sohar (Facility Center).

Continue to complete infrastructure services at Sohar Industrial City (Phases 1 – 6)

Establishment of Wastewater Plant, for phases 7 & 6, at Sohar Industrial City.

Implementation of infrastructure works and development in Phase 7.

Re-evaluation of the leased plots over an area that exceed (10,000 m2), in addition to evaluation the extent in which the project uses and benefits from the said plots.



Governorate: Dhofar - Wilayat of: Salalah



1992



Total area (sqm): 3,810,479 sqm



Nearest Port: Salalah Port – Distance (4 km)



Nearest Airport: Salalah Airport – Distance (20 km)

Nearest University/College/Technical University:

College of
Applied Sciences

Salalah College
of Technology

Dhofar
University



Most Significant Existing Industries

Frozen Chickens

Box files

Building Materials

Fish Canning

School stationery

Fertilizers and vegetable oils

Medical Supplies

Flour

Steel Fabrication

PVC pipes



Raysut Most Significant Development Projects

Establishment of an integrated Mall to serve the investors, in addition to providing one-shop services at Raysut Industrial City (Facility Center)

Development of Phase 4 at Raysut Industrial City over 600,000 sqm

Re-evaluation of the leased plots over an area that exceed (10,000 m2), in addition to evaluation the extent in which the project uses and benefits from the said plots

Establishment of Investment Window of Governmental Services at Raysut

Infrastructure Project for expansion of Raysut Industrial City (2)

Increase landscaping over an area of (2000 m2) annually



Governorate: Ash Sharqiyah South



1998



Total area (sqm): 36,100,000 sqm



Nearest Port: Duqm Port – Distance (525 km)



Nearest Airport: Muscat International Airport
Distance (190 km)

Sur Industrial City

Nearest University/College/Technical University

Ibra College of
Technology

Ash Sharqiyah
University

Vocational
Training Center
Sur

College of
Applied Sciences
Sur



Most Significant Existing Industries

Concrete
Production

Various wooden
productions
(Carpentry Workshops)

Plastic Bags
Production

Cement Block

Production and
preservation of
fish cans

Water Treatment
and Distribution

Fabrication of
(Ceramic and Faience)



Sur Most Significant Development Projects

Commercial Port of Sur and
establishment of
infrastructure of building and
maintenance of shipyard

Development of several locations in
Phase 1 & 2 over 1,270,000 m2
(Block 5A, BLOCK 5D,
Offices Block & Commercial Block)

Increase landscaping over an area of
annually (m2 2000)

Water Desalination Plant

Establishment of Residential City

Maintenance and Restoration of
Fire Pumps at the Administrative Building

Establishment of Investment Window of
Governmental Services

Re-evaluation of the leased plots over an area
that exceed (10,000 m2), in addition to evaluation
the extent in which the project uses
and benefits from the said plots

Establishment of an integrated Mall to
serve the investors, in addition to
providing one-shop services at
Sur Industrial City (Facility Center)



Nizwa Industrial City



Governorate: Ad Dakhiliyah - Wilayat of: Nizwa



1994



Total area (sqm): 3,111,295 sqm



Nearest Port: Sohar Industrial Port – Distance (318 km)



Nearest Airport: Muscat International Airport
Distance (140 km)

Nearest University/College/Technical University:

College of
Applied Sciences
Nizwa

Nizwa College of
Technology

Nizwa University



Most Significant Existing Industries

Ready-mix
Concrete

Pipes

Services related to
extraction of
Oil & Gas

Fabrication of
plastic pipes

Fabrication of
products from
steel or stainless

Wooden Furniture



Nizwa Most Significant Development Projects

Establishment of Investment Window of
Governmental Services

Expansion of Administration Office and
Improvement of main entrance

Development of Phase 4 over
an area of 918,000,2 and Phase 3 over
an area of 1,140,000 m2

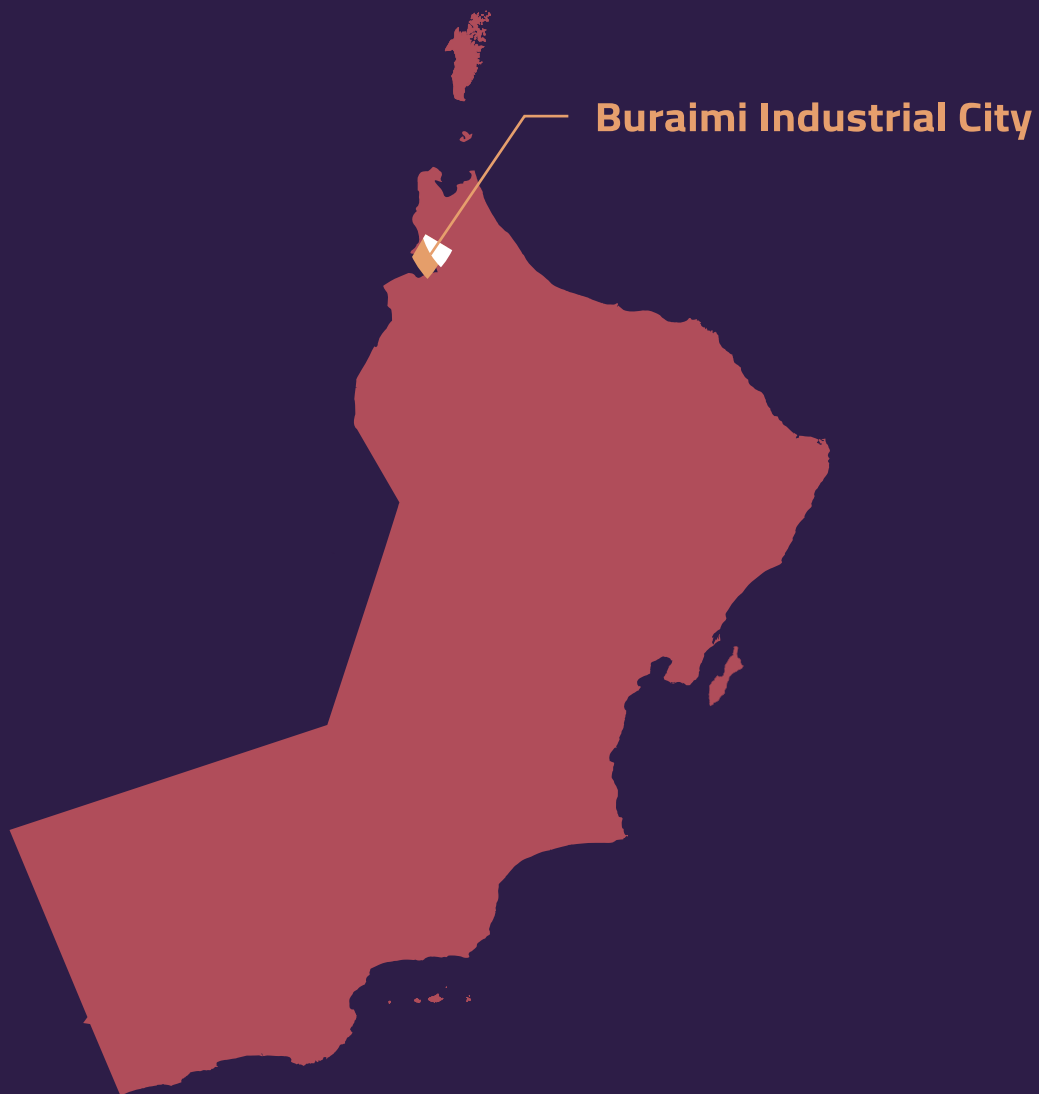
Establishment of Health Services and
Labor Examination Center

Provide Online Surveillance System

Re-evaluation of the leased plots
over an area that exceed (10,000 m2),
in addition to evaluation the extent in
which the project uses and benefits from
the said plots

Establishment of an integrated Mall to
serve the investors, in addition to providing
one-shop services (Facility Center).

Increase landscaping over an area of
annually (m2 2000)



Governorate: Buraimi



1998



Total area (sqm): 5,561,156 sqm



Nearest Port: Sohar Industrial Port – Distance (110 km)



Nearest Airport: Muscat International Airport
Distance (113 km)

Nearest University/College/Technical University:

College of Applied
Sciences – Buraimi

Al Buraimi
University College

Nizwa College of
Buraimi



Most Significant Existing Industries

Cement Block
Production

Manufacture of
Plastic in
Primary Forms

Fabrication and
Installation of
metal products

Cement Mosaic and
all types of tiles

Grain Production

Paints Production

Plastic Pipes
Production

Lubrication Oils
Production

Read-Mix
Concrete



Buraimi Most Significant Development Projects

Establishment of Investment Window of
Governmental Services

Maintenance of the streets
and city entrance, and
establishment of boundary wall around
the borders of the 1st and 2nd cities

Establishment of Wastewater Plant
(capacity of 4000 m3).

Development of an area of
from the second area (m2 300,000)

Increase landscaping over an area of
annually (m2 2000)

Completion of Infrastructure in Phase 2,
in addition to development of
water line for drainage system

Improvement of rainwater drainage exits

Establishment of CCTV and
Online Surveillance System

Expansion of Administration Office

Re-evaluation of the leased plots over
an area that exceed (10,000 m2), in addition to
evaluation the extent in which the project
uses and benefits from the said plots



Samail Industrial City



Governorate: Ad Dakhiliyah - Wilayat of: Samail



2014



Total area (sqm): 7,674,457 sqm



Nearest Port: Sohar Industrial Port – Distance (292 km)



Nearest Airport: Muscat International Airport
Distance (50 km)

Nearest University/College/Technical University:

College of
Applied Sciences
Nizwa

Nizwa University

Sultan Qaboos
University



Most Significant Existing Industries

Ready-mix
concrete

Marble Products
Manufacture

Metal Products
Manufacture

Cement Block
Production



Samail Most Significant Development Projects

Continue establishment infrastructure

Increase landscaping over an area of
(2000 m2) annually

Evaluate Master Plan of the city

Establishment of Residential City

Re-evaluation of the leased plots over
an area that exceed (10,000 m2), in addition to
evaluation the extent in which
the project uses and benefits from the said plots

Establishment of Health Services and
Labor Examination Center

Establishment of an integrated Mall to
serve the investors, in addition to
providing one-shop services (Facility Center).



Knowledge Oasis Muscat



Governorate: AMuscat - Wilayat of: Al Seeb



2003



Total area (sqm): 778,602 sqm



Nearest Port: Sohar Industrial Port – Distance (218 km)



Nearest Airport: Muscat International Airport
Distance (20 km)

Nearest University/College/Technical University

Higher College
of Technology

Middle East
College of
Information -
Technology

Sultan Qaboos
University

Waljat college of
Applied Science

Vocational
Training Center
Seeb



Knowledge Oasis Muscat Most Significant Development Projects

Re-evaluation of the leased plots over an area that exceed (10,000 m2), in addition to evaluation the extent in which the project uses and benefits from the said plots

Conduct Consultancy Study to fully update the general plan

Establishment of multi-storey - vertical parking building

Implementation of Knowledge Oasis Buildings Development Project

Establishment of a separate building for the main office

Establish the fifth and sixth buildings

Use smart lighting in the streets of Qasis to reduce consumption of electricity



**Al Mazunah
Free Zone**



Governorate: Dhofar - Wilayat of: Al Mazunah



1999



Total area (sqm): 15,362,305 sqm



Nearest Port: Salalah Port – Distance (260 km)



Nearest Airport: Salalah Airport – Distance (280 km)

Nearest University/College/Technical University:

College of
Applied Sciences
Salalah

Salalah College
of Technology

Dhofar
University



Most Significant Existing Industries

Manufacture of Cement Block,
Houseware, Plastic and other

Warehouses

Importation and
Exportation Offices

Sale of used
vehicles

Retail Sale in specialized shops
(building materials, foodstuff and other)



Al Mazunah Most Significant Development Projects

Restoration of the current
Administrative Complex

Development Project of
Phase 1 (Package 2) and Phase 2,
in addition toroads RC & RA2 of Phase 3

Re-evaluation of the leased plots over
an area that exceed (10,000 m2), in addition to
evaluation the extent in which the project
uses and benefits from the said plots

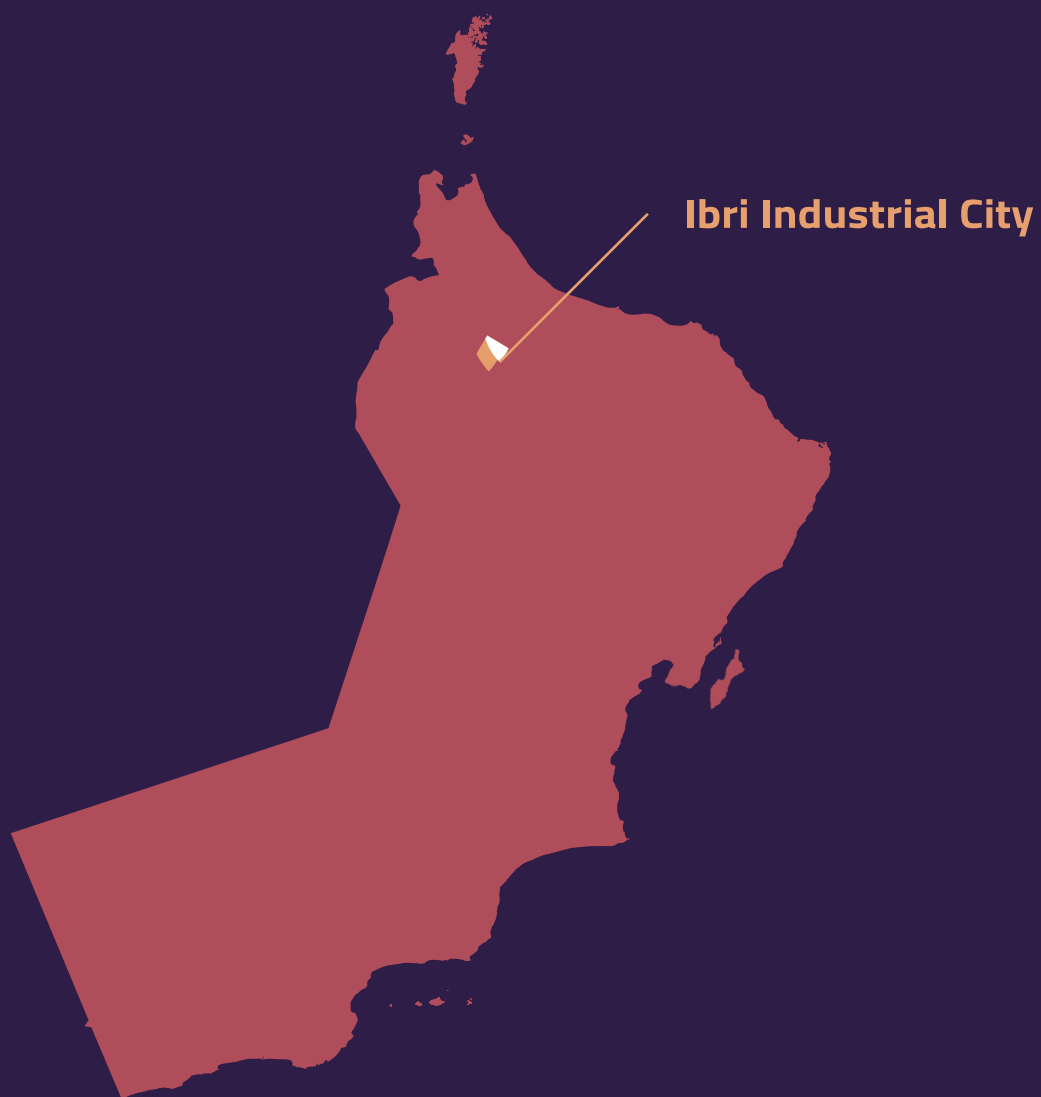
Increase landscaping over an area of
annuall (m2 2000)

Establishment of Investment Window of
Governmental Services

Establishment of an integrated Mall to
serve the investors, in addition to
providing one-shop services at
Sohar (Facility Center)

Establishment of Water waste Plant

Establishment of Residential City



Governorate: Al Dahirah – Wilayat of: Ibri



2018



Total area (sqm): 10,000,000 sqm



Nearest Port: Sohar Industrial Port – Distance (195.6 km)



Nearest Airport: Muscat International Airport
Distance (277.2 km)

Nearest University/College/Technical University:

College of
Applied Sciences
Ibri

Vocational College
Seeb

Ibri College of
Technology

Industries: Light and medium industries, commercial area, administrative offices, industrial workshops and logistic warehouses.

Al Mudhaibi Industrial City



Governorate: North Al Sharqiyah - Wilayat of: Al Mudhaibi



2018



Total area (sqm): 13,941,485 sqm



Nearest Port: Sultan Qaboos Port – Distance (180 km)



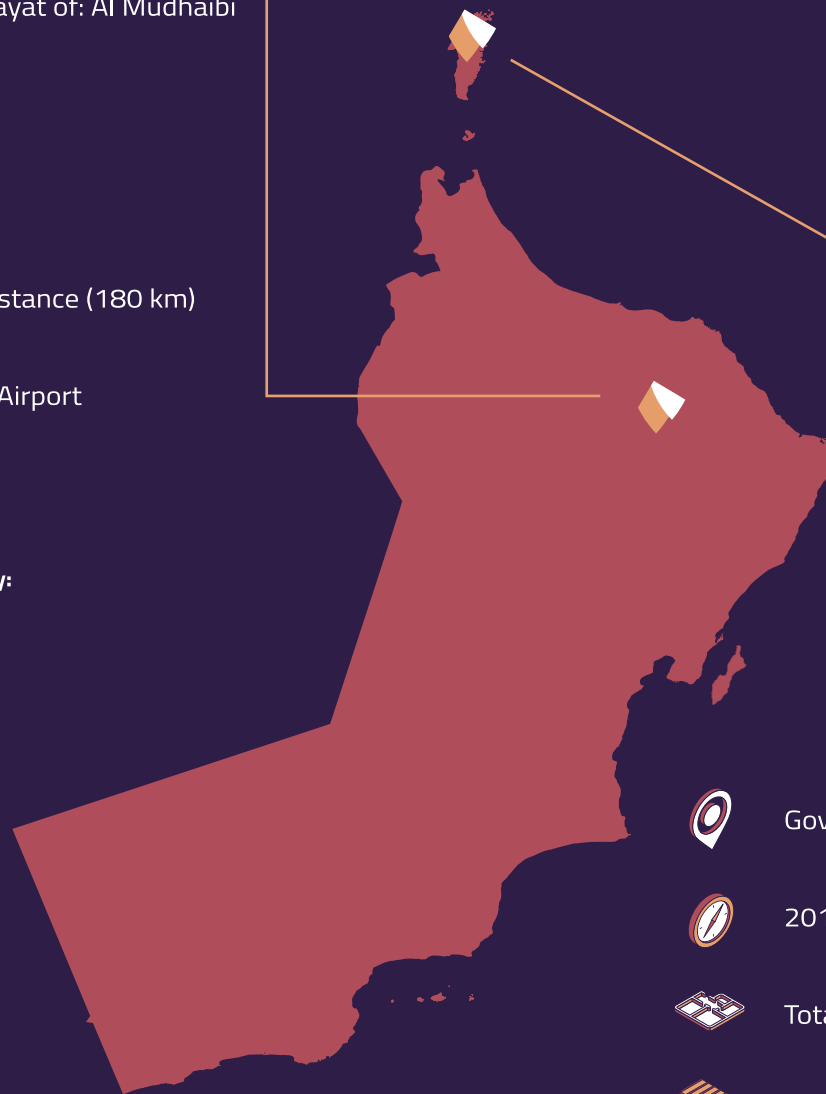
Nearest Airport: Muscat International Airport
Distance (160 km)

Nearest University/College/Technical University:

Ibra College of
Technology and
Applied Science

Ash Sharqiyah
University

**Industries: Logistics, industrial,
commercial, food, tourism, and
construction industries**



Khasab Industrial City



Governorate: Musandam - Wilayat of: Khasab



2018



Total area (sqm): 1,443,776 sqm



Nearest Port: SKhasab Industrial Port – Distance (7.1 km)



Nearest Airport: Khasab Airport – Distance (2.5 km)

New industrial cities

In the context of continuing the work to implement Sultanate of Oman Government plan aiming to distribute economic development across various governorates of Oman, and in line with the national priorities of (Oman Vision 2040), especially with regard to economic variety and finding competitive environment attracting local and foreign investment. Accordingly, this will achieve “Madayn” objectives represented in attracting foreign investments to Sultanate of Oman and repatriation of capital, motivate private sector to contribute in achieving sustainable and comprehensive social and economic development, providing new opportunities for national cadres, in addition to encouraging exports and establishment of export industries and developing international trade. Moreover, revitalize the economic sectors operating in Sultanate of Oman such as: transport, banking and other sectors. The Establishment has officially announced commencement of the work to establish new industrial cities at Musandam (Wilayat of Khasab/Mahas) and Al Dahirah (Wilayat of Ibri); bringing the total of technical and industrial cities and free zones affiliated to the establishment to (11) as follows:





Cities by Governorate

Al Dakhiliyah



Samail Industrial City

Area (sqm)

7,773,876

Al Dakhiliyah



Nizwa Industrial City

Area (sqm)

3,097,935

Ash Sharqiyah



Sur Industrial City

Area (sqm)

36,100,000

Al Batinah



Sohar Industrial City

Area (sqm)

29,883,549

Muscat



Knowledge Oasis Muscat

Area (sqm)

759,566

Muscat



Rusayl Industrial City

Area (sqm)

10,864,310

Ash Sharqiyah



Al Mudahibi

Area (sqm)

13,941,485

Al Dahirah



Ibri Industrial City

Area (sqm)

10,000,000

Musandam



Khasab/Mahas Industrial City

Area (sqm)

1,443,777

Buraimi



Buraimi Industrial City

Area (sqm)

6,619,064

Dhofar



Al Mazunah Free Zone

Area (sqm)

15,360,820

Dhofar



Raysut Industrial City

Area (sqm)

3,947,024

COVID-19 Global Pandemic – Significant Efforts to Reduce Impacts and Consequences of Coronavirus

Considering the spread of the global pandemic (COVID-19), and in complementary to the efforts exerted by the Supreme Committee tasked with tackling developments resulting from coronavirus (Covid-19) pandemic; Madayn worked on mitigating the impacts and consequences of this pandemic on the investors of industrial city using the services of specialized technical team





Establish emergency room that works 24/7 to follow-up all consequences of the pandemic, in cooperation with the Ministry of Health. These efforts resulted in the following:

Statement (2020) Number of Inspection Visits	Total
NO. of Inspection Visits	4415
NO. of Compliant Companies	3487
Warnings and Remedial of Practices Notices	928
Closures	133
Reports sent to the Emergency Room	2088
Registered Violations	152



The said measures achieved the targeted results and reduced the number of Coronavirus cases between the employees of the establishment and continue to aware employees of this pandemic



The Establishment continues to work on



online programs, especially business meetings, which facilitated completion of work



reduced the costs of transporting the employees to industrial cities to attend committee meetings



in addition to other benefits that saved time and effort. These measures contribute in cost saving in line with the general orientation to effectively administrate resources.



