

Annual Report 2019





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

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

His Majesty Sultan Haitham Bin Tarik

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 Qaboos Bin Said





@madaynoman



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Introduction

In spite of the occurrence of challenges, achievements for the nation can be realized. This report comes during exceptional circumstances created by the COVID-19 pandemic that is being witnessed by the Sultanate and the entire world, which has eventually developed repercussions that have negatively affected human's life worldwide. This has coupled with what is faced by the global market in relation to the drop in oil prices that has not been witnessed for decades. The drop in oil prices and the coronavirus outbreak constitute a crisis that may be one of the most major crises in the modern history of nations that have overshadowed the entire world economy.

Over the years of the last decade, and specifically since the year 2008, the world has witnessed accelerated fluctuations in economic, political, and social conditions. There were repercussions on the national economy resulting from such changes and conditions. Since Madayn is a part of the Omani economic system, challenges have been great, but the confidence in standing of Oman's economic and Sultanate's renaissance has been greater and more comprehensive. Additionally, Madayn has proved to be a fundamental pillar in the comprehensive economic development extending over the Sultanate's map from north to south.

The pace of regional and global competition has risen, and the challenges have become more difficult and complicated. Hence, Madayn has emerged as a national beacon confirming that renaissance is a work approach that thrives with young national talents, achieving digital

indicators that are heading up and containing no intention to drop.

Madayn works according to flexible plans based on self-reliance, believing in the fact that Oman is a land of opportunities and home for business development. Therefore, the results of our activities since 2008 have been positive as demonstrated through digital indicators, sending a message proven by numbers and facts that Oman is able to provide a business environment able to attract more foreign investments and is an incubator of national investments. During this period, we have added more than twenty-seven million square meters of multi-use lands. Besides, the areas invested by the investing companies have exceeded six million square meters, with more than a thousand investment projects and providing more than thirty thousand jobs.

Working according to robust plans enhances the ability of businesses to keep pace with conditions and changes, no matter how they might adversely affect what is hoped for and targeted but, the results remain positive. One of the aspects that we have worked on planning well is the partnership with the private sector and the privatization of business sectors. Madayn has been among the first to consider the necessity and importance of strengthening partnership with the private sector taking into consideration the sector's ability to keep pace with the changes, besides its ability to attract more investments. The start of this approach was with the establishment of Shumookh Investment and Services Company in 2010

with a capital of three million Omani Rial. Madayn started preparing legal and legislative frameworks with radical changes that deal with all aspects that directly affect performance and provided a robust legal basis for the partnership with the private sector. On that basis, Royal Decree no. 32/2015 was issued and became a legislative scope that takes into account the foundations of the wise government. Roles were clarified, levels of responsibilities were set, and new horizons in various fields of investment were opened. Based on that, the legislative system for Madayn was completed and an investment regulation was issued that regulates all aspects and specifies responsibilities, duties and frameworks of the relationship between all parties of the investment process in a clear and transparent manner. Furthermore, in order to ensure that the investor does not fall a prey to moods of individual decisions, the penal regulation was issued in a clear and explicit manner that ensures compliance with law and limits trespassing in relation to the investor, developer and all those concerned. To accelerate the pace of performance and achievements, the tenders' regulation grants Madayn full powers and responsibilities.

Upon completing the legal frameworks, we launched our national program, which was provided to you with all its details listed in the 2018 annual report. The year 2019 witnessed the first steps of this program as the management and operation of the first industrial city was transferred to Oman Investment and Development Holding Company (Mubadrah) in order to operate according to the principles and rules of the private sector. Here, we should clearly indicate that our goals are much greater

than the process of privatization in its narrow concept. Rather, it is a real partnership with the private sector that would assist us to reach the end of replacing the public sector with the private sector in the field of development, management and operation. Our role as a government body shall be limited to regulation, supervision, oversight, evaluation and review, bearing in mind that such roles were being affected in the past as a result of playing the roles of developer, operator and regulator at the same time.

In Madayn, we are well aware that one calendar year period is not sufficient to evaluate the experiment and judge it permanently. By the end of 2020, the experiment will be evaluated from all its aspects. This evaluation is connected with the project schedule, confirming our full commitment to complete transparency and issuing a special report while evaluating the experiment.

In Madayn, we would like to emphasize that the public-private partnership approach was not the result of exceptional circumstances or the repercussion of the economic and financial crisis, but rather of strategic planning in addition to the goals that we seek to achieve from this entire program which are organizational goals, governance, and the separation of tasks and roles. It should also be borne in mind that Madayn has been playing the role of regulator, observer, developer and operator over the past years. This model, in spite of the results it achieves, does not ensure continuity, expansion and long-term growth in light of increasing regional and

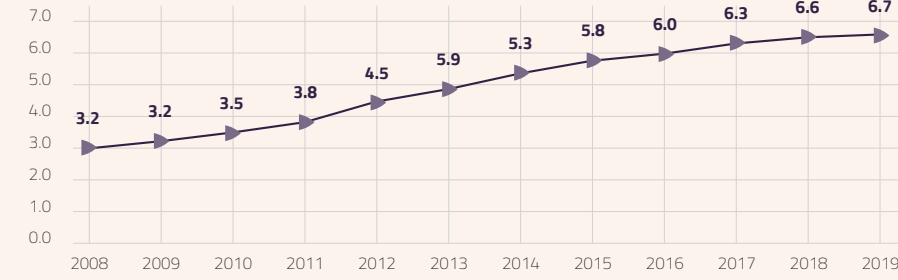
global competitiveness. We are witnessing an acceleration in opening the economic fields to the private sector and seeing the private sector replacing the public sector in development, management and operation processes. This is in order to focus on the most important role which is planning and achieving a bright future.

Madayn is one of the key players in Oman's modern renaissance, and it aims to play a major role in the ongoing renaissance. During this year 2020, efforts will be undertaken to prepare Madayn 2040 vision to be compatible with Oman 2040 vision.

As part of the introduction to the annual report 2019, we would like to present our digital indicators. These indicators demonstrate that Madayn presents an ideal environment for businesses and investments and is capable to generate achievements under various circumstances and variables, which shall assure to everyone that we will emerge from the current crisis stronger than before.

► Madayn: An achievement in the Sultanate's Renaissance March

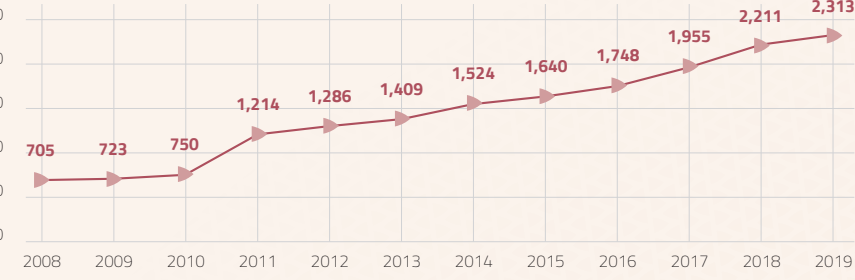
R.O million



Total size of investments in Madayn during the period

2008-2019

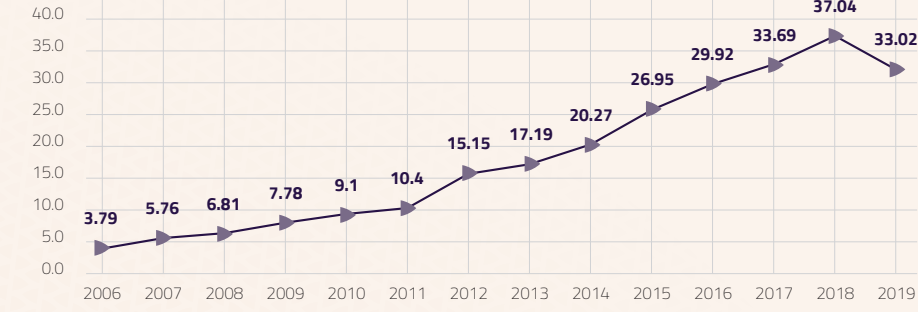
Number



Total number of projects in Madayn during the period

2008-2019

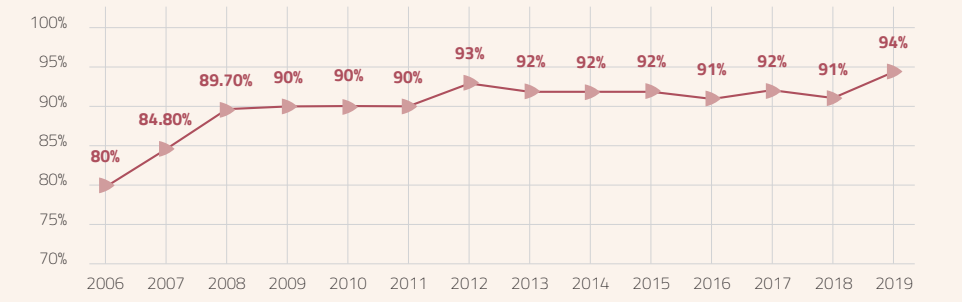
R.O million



Total income in Madayn during the period

2006-2019

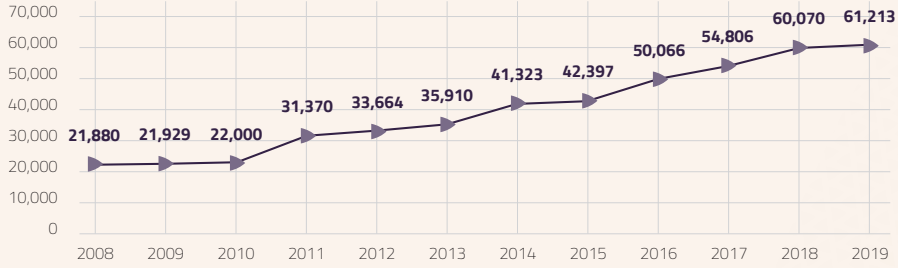
%



Madayn collection rate during the period

2006-2019

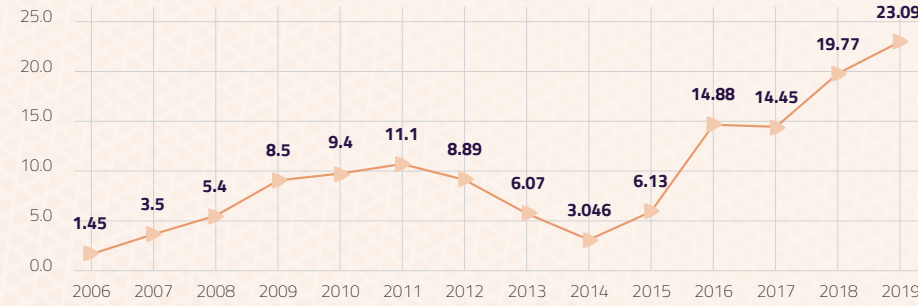
Number



Total number of manpower in Madayn during the period

2008-2019

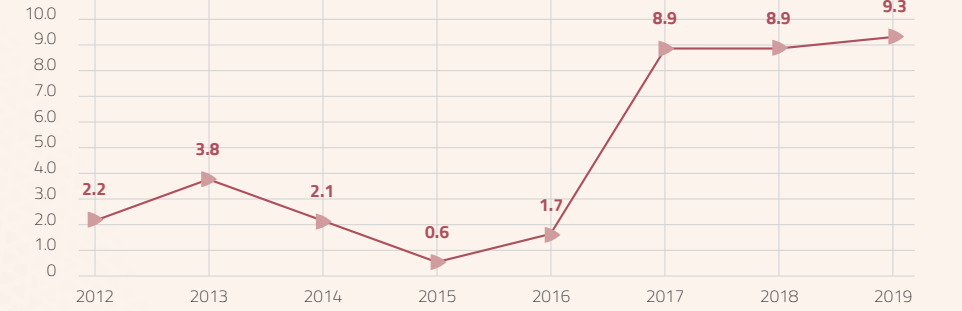
R.O million



Total cash, debit

2006-2019

R.O million



Total capital expenditures in Madayn during the period

2012-2019

Board of Directors



His Excellency Eng. Ahmed bin Hassan Al Dheeb
Undersecretary of the Ministry of Commerce and Industry
Chairman of the Board of Directors



Eng. Hussain bin Hathith bin Mayouf Al-Bathari
Chairman of the Board of Directors of OCCI branch in
Dhofar Governorate
Board Member



Dr. Abdulaziz bin Mohammed Al-Hinai
CEO of the Oman Development Bank
Board Member



Mr. Sulaiman bin Hamad Al-Harhi
Executive Vice President of Oman Arab Bank
Board Member



Dr. Amer bin Awad bin Salem Al-Rawas
Chairman of Oman Society for Petroleum Services
(OPAL)
Board Member



Mr. Mohammed Abdul Hussain Al-Lawati
CEO of Bhacker Suleman Jaffer Group
Board Member



Colonel. Khalifa bin Ali bin Nasser Al-Siyabi
Director General of Customs, Royal Oman Police
Board Member



Mr. Hisham bin Salem Al-Hamidi
Director of the Financial Studies and Systems
Department at the Ministry of Finance
Board Member

Chairman's Message

On behalf of myself and the members of the board, the executive management, and all employees of the Public Establishment for Industrial Estates - Madayn, I am pleased to present the 2019 annual report. The report stresses the ability of Madayn strategies to adapt to the economic data. It highlights the incremental growth in the digital indicators that Madayn aims to achieve. Among the most prominent results achieved during the year 2019 are:

- By the end of 2019, the cumulative investment in various industrial cities reached (6.69) billion Omani Rial – with an increase of (123) million Omani Rial compared to the volume of investments at the end of 2018.
- The number of the workforce in the industrial cities of Madayn reached approximately (61,000), compared to (60,000) at the end of 2018; with an Omanization rate of (34%).
- By the end of 2019, the cumulative number of projects in the industrial cities in their various execution phases touched (2,313) projects.

The great efforts made by Madayn in partnership with the

rest of the government bodies have resulted in a remarkable turnout for the industrial investment in the Sultanate. Madayn has succeeded in highlighting and promoting the advantages and incentives that characterize its industrial cities, which led to attracting major industrial companies as well as many of the value-added investments for the Omani industrial investment, besides making significant progress in the field of partnerships with the bodies supporting this sector. During the year 2019, Madayn signed a number of partnership agreements with both the public and private sectors that support joint work mechanisms and increase the enhanced opportunities for the development of the national economy, which serve the investors and beneficiaries and meet their needs. The major ones include:

- An agreement with the Ministry of Health to establish Medical Fitness Centre, which comes within the efforts of the Ministry of Health and Madayn to enhance the safety of citizens and residents in the Sultanate.
- An agreement with Nafith Logistics Services Company to establish an access management system to

control and manage the entry/exit of vehicles from/to all current and future industrial cities of Madayn on a long-term basis.

Madayn works in line with a strategy centered on seeking to attract more quality industries, increasing the size of private sector investments, raising the number of producing factories and the competitive rates of their exports and their participation in the gross domestic product of manufacturing industries for non-oil products. Furthermore, Madayn works on providing more job opportunities for the citizens in its industrial cities in addition to establishing an appropriate work environment for the Omani women, who will play a key role in the coming period.

In this regard, Madayn continues its efforts to strengthen its leadership position in the industrial sector at the local and international levels and serve the nation under the inspiring leadership of His Majesty Sultan Haitham bin Tarik.

His Excellency Eng. Ahmed bin
Hassan Al Dheeb

Undersecretary of the Ministry of
Commerce and Industry

Chairman of Board of Directors



Hilal bin Hamad Al Hasani

Chief Executive Officer

CEO's Message

The release of the report of the Public Establishment for Industrial Estates – Madayn for the year 2019 coincides with significant variables occurring locally, regionally and globally. Despite the negative economic repercussions during the past period of this decade, we at Madayn have achieved stability and positive results for the tenth year in a row as demonstrated by all our digital indicators. On my behalf and all employees of Madayn, we would like to extend our sincere gratitude to His Excellency the Chairman of the Board of Directors and the board members for their sincere efforts that have been exerted in order to lead Madayn to broad prospects on the path to achieving its mission and objectives.

The year 2019 witnessed the implementation of Madayn's approach of public-private partnership. The management and operation of Al Rusayl Industrial City were transferred to Oman Investment and Development Holding Company (Mubadrah). Hence, Mubadrah has the role of building, managing and operating the industrial cities, and the

start was with Al Rusayl Industrial City. The first year of this experience witnessed positive financial and technical achievements. In addition, the pace of development and improvement of infrastructure and superstructure in the industrial city were accelerated. Phase (2A) was launched at a cost exceeding 32 million Omani Rial, as well as the redevelopment and rehabilitation of the entrances to Al Rusayl Industrial City and the addition of new entrances to cope with the business growth and demand at the industrial city at a cost of approximately 3 million Omani Rial. This is in addition to the logistics project valued at more than 1.5 million Omani Rial. Moreover, the preparation of technical and consulting studies for the development of stage (2B) has begun as well as the rehabilitation of the entire old area, which extends to nearly five million square meters.

In the same regard, several agreements have been included in this report.

By reviewing this annual report, which Madayn has been issuing annually since 2011 in order to achieve the notion

of transparency being one of its institutional values, you will notice the achievements realized by Madayn and its contribution to the economic and social development in the Sultanate.

In conclusion, I would like to thank all the employees of Madayn in their various locations for their constant efforts that resulted in these tangible achievements. I hope that these efforts continue and more will follow to contribute in achieving the national goals under the wise leadership of His Majesty Sultan Haitham bin Tarik.

1

Premium Strategy

Basic Rules

Mission, Vision, Values and Goals

Authority

Disclosure & Transparency
Requirements

Institutional Objectives & Public
Policies



Basic Rules

- ▶ Setting rules, procedures and legislative frameworks to organize the process of attracting local and international industrial developers to invest in building, managing and operating specialized investment cities.
- ▶ Determining the period of usufruct contracts and investment agreements for developers to be ninety-nine years, according to the project.
- ▶ Opening the way to attract global and regional experiences and expertise in the field of building, managing and operating economic cities, and organizing the contracting with them according to management and operation agreements of up to 25 years.
- ▶ Granting the managements of the industrial cities in the various governorates full authority to approve investment requests of up to 100,000 square meters for industrial lands.
- ▶ The regulations set a maximum period of ten days to answer the investor and decide on the investment request submitted by the investors.
- ▶ Specifying a period of thirty days from the date of approval of the investment application to sign contracts and complete investment procedures in Madayn's various industrial cities.
- ▶ Linking the practice of investment activities in the industrial cities with activity license that is renewed annually, and this shall not be granted or renewed except to investors who meet the conditions specified in the law. One of the major conditions is achieving the Omanization rate in the projects.
- ▶ Investors' rights and obligations are clearly defined and so are Madayn's obligations towards investors.
- ▶ Cancellation or suspension of the license is only made in specific and restricted cases in a manner that guarantees the interests of investors and does not threaten their investment activities.
- ▶ Investment regulations include specific dates and time periods for granting approvals and licenses to ensure Madayn's commitment to development and use of best management practices in providing services.
- ▶ Lease contracts are set for investors for a period of thirty years, renewable for a similar period.
- ▶ Restrictions have been put in place for subletting and not allowing except the license holder to engage in any activity inside the industrial cities to limit shadow investment and not perform any activities that conflict with applicable laws and regulations.
- ▶ The regulations include clear procedures for handling the status of buildings and facilities set up by investors and developers upon the expiry of contracts and in a manner that guarantees their rights and those of others.
- ▶ Allowing investors and developers in the event that their projects falter and cannot continue under exceptional circumstances to sell buildings and establishments built on the leased lands according to specific procedures, provided that selling is to investors who are authorized to engage in the same specific activities according to the uses of lands and facilities.
- ▶ Organizing the work of contractors and suppliers within the industrial cities and controlling their relationship with investors in a manner that guarantees the rights of investors and their rights, as the regulations set clear restrictions and requirements for building and construction in these industrial cities and determining the response period by the relevant authorities with specific time periods. The problem of buildings, equipment and goods remaining on land will be resolved upon the expiry of contracts for any reason, by placing restrictions on selling by public auction, and specifying all related aspects.
- ▶ Regulating the relationship between investors, cargo transport companies and transportation intermediaries, with specifying periods of time to provide service to investors and not allowing empty means of transportation to enter the industrial cities except with a permission and request from an investor working in the industrial city.
- ▶ A special regulation for the employee's relationship with investors, ensuring their rights and those of investors, while setting restrictions and requirements for the workers' housing, ensuring the provision of humanitarian requirements in accordance with the best standards and relevant conditions.
- ▶ Setting strict restrictions regarding insurance on establishments, buildings, property and utilities in a manner that achieves the highest levels of maintenance.
- ▶ Reducing the individual estimates and judgments of the employees and working according to the best standards of transparency and clarity with the investors. A list of violations has been developed, with the value of the violation and the measures taken clearly and defined with a table showing the possible violations.

Objectives

- Attract foreign investments to the Sultanate and localizing the national capital
- Stimulate the private sector to achieve sustainable economic and social development
- Contribute to creating new job opportunities for the national cadres
- Achieve environmental sustainability

Mission

Attract industrial investments and provide continued support, through regionally and globally competitive strategies, good infrastructure, value adding services, and easy governmental processes.

Vision

Enhance Oman's position as a leading regional center of manufacturing, ICT, innovation and entrepreneurship excellence.

Values

Innovation
Equality
Responsibility & Accountability
Transparency & Credibility

Authority



Setting future plans for establishing new industrial cities and developing existing ones.



Renting lands and premises that fall within the areas that Madayn manages, operates or supervises.



Providing and developing services and constructing the necessary public facilities inside the industrial cities such as electricity, water, gas, sewage networks, purification stations and roads, taking into account the laws and regulations in force.



Issuing all types of licenses, approvals and certificates related to the practice of investment activities in the industrial cities, in coordination with the competent authorities.



Determining the right to use all or part of the industrial city's land for investors, without being bound by the provisions of the law governing the use of the Sultanate's lands.



Establishing companies according to the laws in force or contributing to them for the purpose of developing the industrial cities or managing or developing their main sectors or promoting them.



Attracting and localizing local and foreign investments.



Representing the Sultanate in regional and international conferences and meetings related to Madayn's specializations.

Disclosure and transparency requirements



Enabling all stakeholders to keep in touch by developing means of communication such as social media, website, newspapers, correspondences, periodic meetings, etc.



Presentations to the regulatory authorities and other relevant bodies.



Transferring and sharing information, and arranging interviews with leaders in Madayn.





Institutional Objectives & Public Policies

Institutional Objectives | Public Policies

► Finding ways and means to ensure an ideal environment in the industrial cities.

- Formulating regulations for environmental and health requirements in Madayn in accordance with international standards and ensure the safety of natural resources.

► Strengthening partnership with the private sector and opening investments in infrastructure and superstructure in the industrial cities.

- Identifying and announcing investment opportunities in the field of infrastructure, superstructure and major projects.

► Introducing Madayn as a distinct economic body locally and regionally and focus on highlighting its role in the Sultanate's comprehensive and sustainable development.

- Designing and implementing marketing and promotional campaigns and participation in local and international specialized forums.

► Promoting the concept of social responsibility of companies operating and investing in Madayn.

- Developing programs and initiatives to support local communities that fall within the scope of each industrial city, identifying needs of those communities, and encouraging the investing companies to provide these needs individually or collectively.

► Providing job opportunities in all existing and new industrial cities.

- Drawing up a self-employment policy by adopting the establishment of incubators (industrial / commercial / technical) and motivate large companies to cooperate with entrepreneurs' projects in these incubators.
- Establishing mechanisms to follow up on the commitment to employment rates of citizens with investors according to applicable laws and urge companies to employ national workforce at their various levels of employment.
- Creating an appropriate mechanism to ensure consistency between skill needs of companies operating in industrial cities and outputs of educational and professional institutions to enhance opportunities of the national workforce.

► Localize various local, Arab and foreign investment projects.

- Prepare future plans for developing industrial cities, undertake a continuous review of the adequacy of the allocated areas and strive to provide adequate areas for various investment activities through expansion. This is being achieved by establishing specialized industrial cities and areas in the various governorates of the Sultanate.
- Improving utilization level of the existing industrial cities and the optimum utilization of the available areas.
- Ensuring that infrastructure is enhanced, durable and upgraded.
- Work to create comparative advantages by innovating value-added services for investments in the industrial cities.
- Proficiency in providing government services to investors through the continuous development of government processes and procedures and enhancing frequency of communication and outreach with all partners.
- Continuous review of legislation, regulations and systems, and proposal to develop them in line with local, regional and international variables, with the aim of providing an appropriate legal environment.

2

Madayn in Figures

Indicators and figures targeted for 2020

Indicators and figures achieved for 2019

Statistical Report for 2019



Indicators and figures targeted for 2020

88,927
Workforce



2,740
Projects



R.O 9,306 M
Total investment



2020

Indicators and figures achieved at the end of 2019



9

9 Industrial cities,
1 Technology park &
1 Free zone



2,313

Total Projects



1,332

Industrial Projects



474

Commercial Projects



334

Services & Logistics Projects



1,759

Existing Projects



6,666

Total Investment Amount
in million omani rials



21,066

National Workforce



61,213

Total Workforce



114

Total Area in million sq.m



34.3

Total leased area in million
sq.m



52%

Occupancy rate of
Industrial cities





Statistical Report for 2019



Report Outline



Investment Volume

6.67

Billion Omani Rial

101 million Omani Rials is the marked growth in the gross volume of investments in Madayn's industrial cities during 2019. The gross investment volume touched RO 6.67 billion by the end of 2019 compared to approximately RO 6.57 billion at the end of 2018, marking a growth rate of 1.54%.



Workforce

61,213

Workers

A total of **1,143** workers have increased between 2018 and 2019. The number of workers at the end of the year reached nearly 61,000, compared to nearly 60,000 at the end of 2018, marking an increase of about 2%. Omanisation percentage at the end of the year touched 34%.



Total Projects

2,313

Projects

102 projects have been localized during 2019 at various stages of implementation. Madayn's projects cumulatively reached 2,313 projects at the end of the year, compared to 2,211 projects at the end of 2018, which marks an increase of 4.6%. Of the projects, 76% are existing projects, 12% have been allocated with spaces, and 12% are under construction. These projects vary in terms of activities, as 58% are industrial projects, 20% are commercial, 14% are service and logistical projects, 7% are technical and 1% are housing and real estate projects.



Areas

114

Million Sqm

9.7 million square meters were added as an expansion to Madayn's gross area throughout 2019. The current expansion led to an increase in the areas of Madayn's industrial cities, which nearly reached 114 million square meters, compared to 104 million square meters at the end of 2018.



First: Volume of Investments

This section addresses the key figures and indicators related to investments in the Public Establishment for Industrial Estates – Madayn, through a review of the key investment-related findings and statistical data recorded during 2019.

Gross volume of investments in Madayn’s projects throughout 2019

Growth rate	Amount of growth	Total volume of investments in 2014	Total volume of investments in 2018	Industrial Cities
0.16%	1,151,355	733,705,584	732,554,229	Al Rusayl
1.16%	24,916,115	2,165,632,684	2,140,716,569	Suhar
3.70%	15,640,000	438,008,159	422,368,159	Raysut
0.67%	13,585,000	2,045,390,543	2,031,805,543	Sur
2.45%	11,743,154	491,688,220	479,945,066	Nizwa
2.56%	5,626,031	225,240,705	219,614,674	Al Buraimi
4.98%	7,750,200	163,396,935	155,646,735	Samail
2.46%	6,800,281	283,301,446	276,501,165	KOM
12.76%	13,571,000	119,917,453	106,346,453	Al Mazunah
1.54%	100,783,136	6,666,281,729	6,565,498,593	Total

Suhar Industrial City

Suhar Industrial City had the highest increase in total investments during 2019 compared to other industrial cities in Madayn. The total investments during this year increased by RO 24 million, bringing the cumulative volume of the investments by the end of 2019 to RO 2.2 billion compared to RO 2.1 million at the end of 2018. This increase in the total investments of Suhar Industrial City is owed to the investments of companies that were introduced in the industrial city during 2019.

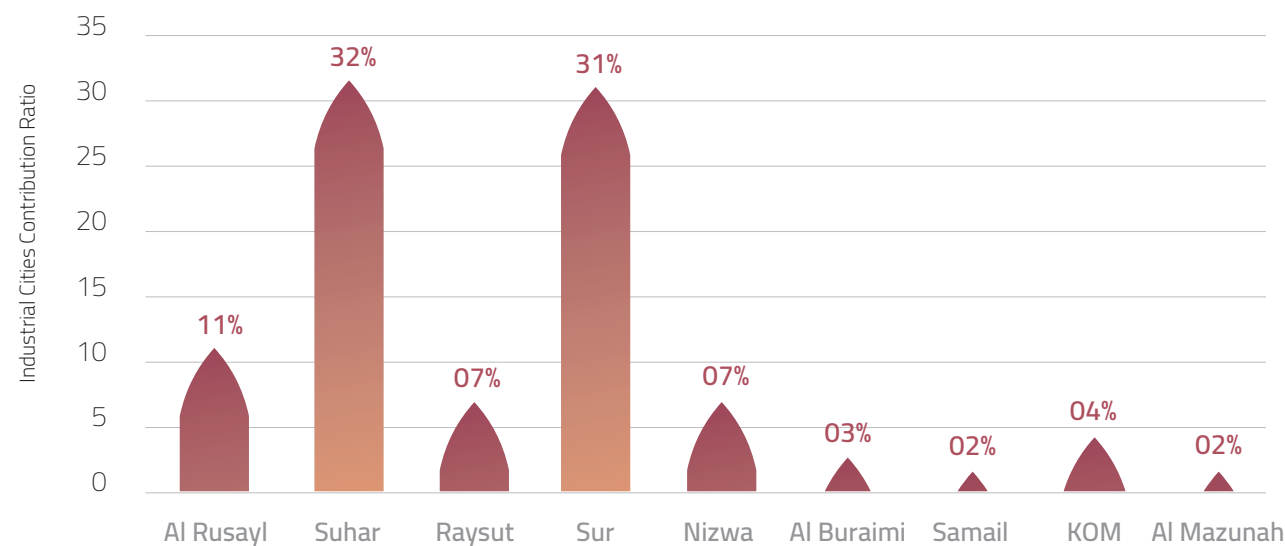
1.54%

is the growth rate of the total investments in Madayn's industrial cities during 2019. The gross volume of investments increased by RO 101 million, bringing the total cumulative investment volume by the end of mid-year to RO 6.67 billion compared to approximately RO 6.57 billion by the end of 2018.

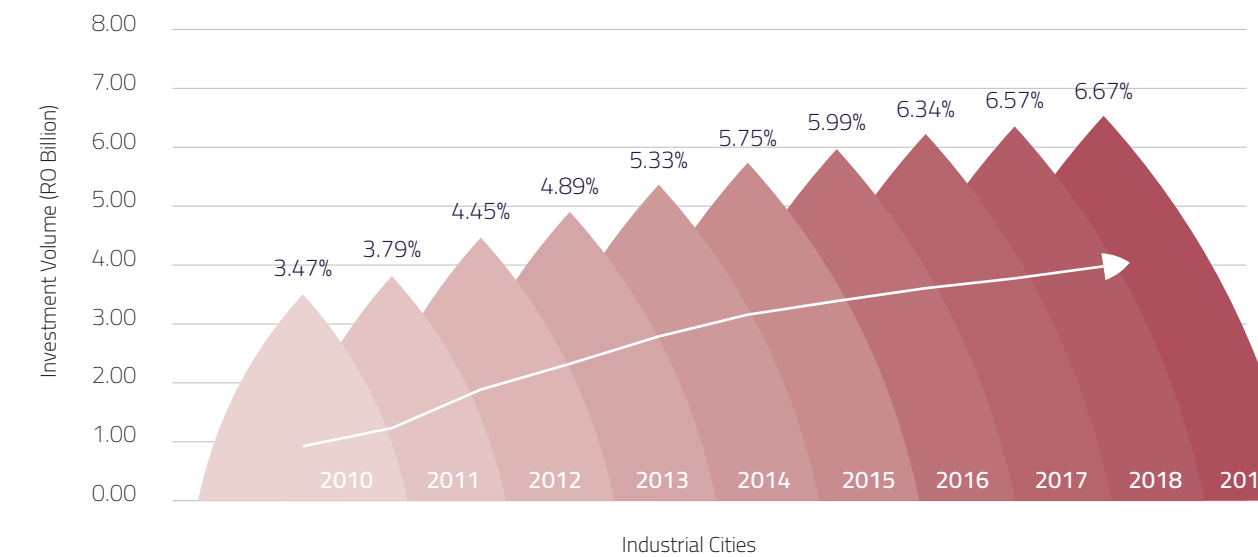
Suhar Industrial City

- ▶ Suhar Industrial City has the highest investment volume compared to other industrial cities of Madayn. Suhar Industrial City contributes with **32%** of the total volume of investments in Madayn
- ▶ Suhar Industrial City is followed by Sur Industrial City with **31%**. Accordingly, it is observed that the volume of investments in these two industrial cities accounts for **64%** of the total volume of investments in Madayn.
- ▶ Al Rusayl Industrial City comes in third place with **11%**.

Proportional distribution of the total volume of investments by the industrial cities during 2019



Distribution of total investments in Billion Omani Rial, 2010 - 2019

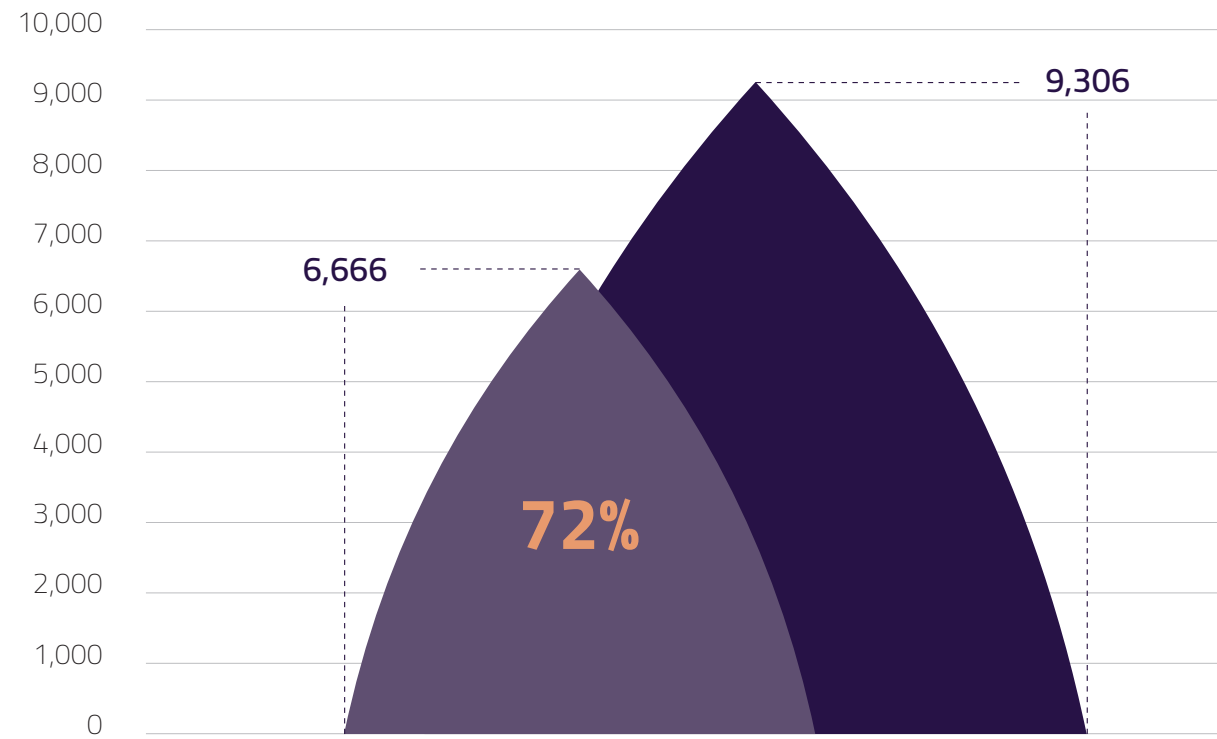


The figure shows the distribution of total investments among the industrial cities during the period from 2010 to the end of 2019. The gross volume of investments at the end of the year amounted to RO **6.67** billion, compared to RO **3.47** billion at the end of 2010.

The average annual growth rate for the last five years is

5%

Achievement percentage towards the target of gross volume of investments for the year 2020 (RO Million)



Achievement Percentage by the end of 2019

72%

72% of the gross investments targeted value for the year 2020 has been achieved at the end of 2019. The gross investments achieved cumulatively towards the end of the year amounted to approximately RO 6.67 billion. The remaining targeted value for the year 2020 is approximately RO 2.64 billion.





Second: Workforce

This section address the most key figures and indicators related to investment in the Public Establishment for Industrial Estates - Madayn, by reviewing the most important findings and statistical data of workforce recorded during the year 2019.

Number of (national and expatriate) workforce in Madayn during 2019

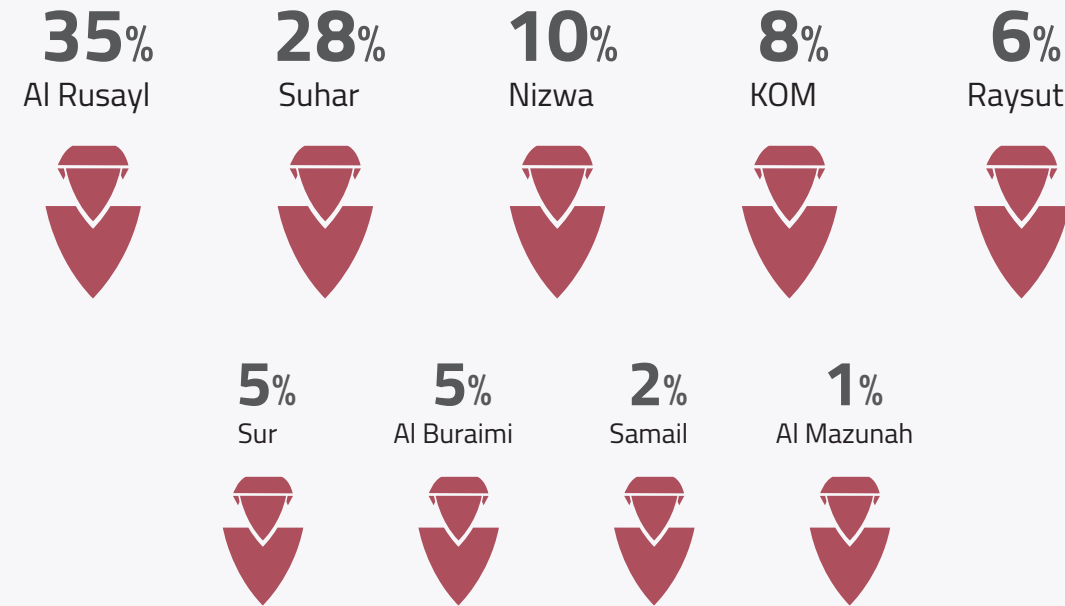
Omanisation Rate	Total	Expatriate Workforce	National Workforce	Industrial Cities
33%	21,725	14,505	7,220	Al Rusayl
36%	17,046	10,964	6,082	Suhar
25%	3,671	2,756	915	Raysut
48%	2,863	1,503	1,360	Sur
37%	5,901	3,690	2,211	Nizwa
9%	3,314	3,012	302	Al Buraimi
31%	1,067	736	331	Samail
55%	5,184	2,314	2,870	KOM
10%	888	801	87	Al Mazunah
34%	61,213	40,147	21,066	Total

Number of workforce in Madayn during 2019

Total by the end of 2019	Total by the end of 2018	Industrial Cities
21,725	21,881	Al Rusayl
17,046	17,860	Suhar
3,671	3,358	Raysut
2,863	2,644	Sur
5,901	5,450	Nizwa
3,314	1,860	Al Buraimi
1,067	1,327	Samail
4,738	5,070	KOM
888	620	Al Mazunah
61,213	60,070	Total

Proportional distribution of workforce during 2019

Al Rusayl and Suhar Industrial Cities account for nearly two-thirds of the total workforce within Madayn's industrial cities. The employment rate in the two industrial cities is **35%** and **28%**, respectively. The figures also illustrate that Samail Industrial City and Al Mazunah Free Zone have the lowest percentage of employment to the total workforce, i.e. only **3%**. This is owed to the nature of activities in both Samail Industrial City and Al Mazunah Free Zone.



1,143

Workers

The table shows the total difference in the number of workforce throughout 2019, compared to 2018. It is observed from the data shown in table that the number of workforce in Madayn's industrial cities exceeded **61,000**, compared to **60,000** workers at the end of 2018

34%

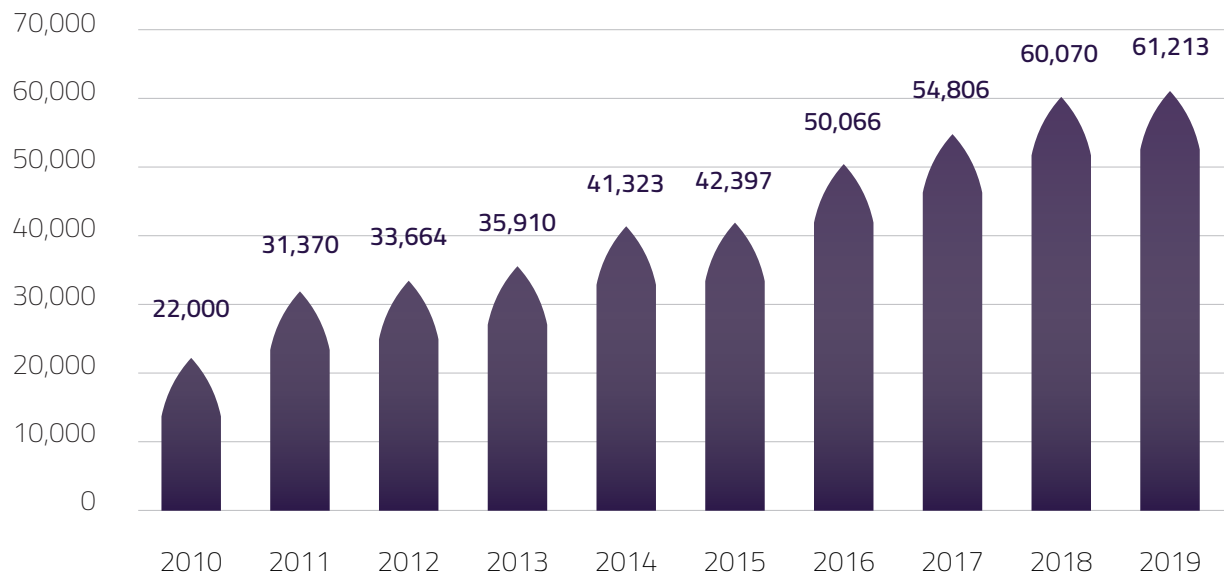
Omanisation rate in 2019

Proportional distribution of (national, expatriate) workforce size (2010-2019)



The figure displays the proportional distribution of workforce (national or expats) from 2011 to the end of 2019. The percentage of Omani workforce at the end of 2011 reached 42%, yet it declined to approximately 34% of the total workers within Madayn's industrial cities by the end of 2019. This comes as a result of the increased number of expats hired in the industrial cities compared to the Omanis within these industrial cities.

Total proportion of workforce in Madayn's industrial cities, 2010 – 2019



The figure shows the distribution of the total workforce in terms of years i.e. during the period from 2010 to the end of 2019. The total number of workforce reached around 61,000 at the end of 2019, compared to 22,000 in 2010, marking a 178% growth rate during this period.



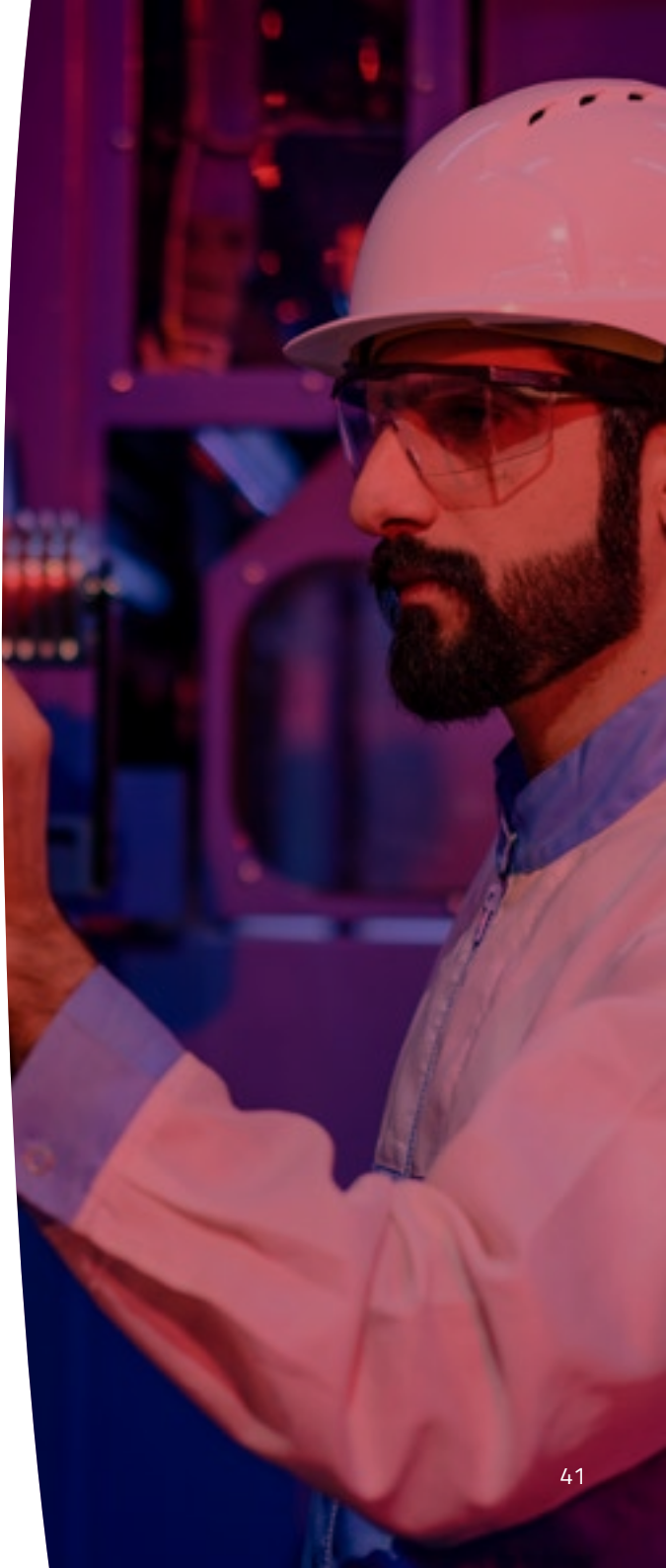
61,213

Total number of workforce at the end of 2019

Male and Female Workforce numbers in Madayn during 2019

	National Workforce		Expatriate Workforce		Total Workforce	
	Male	Female	Male	Female	Male	Female
Al Rusayl	5,843	1,377	14,411	94	20,254	1,471
Suhar	5,108	974	10,909	55	16,017	1,029
Raysut	608	307	2,691	65	3,299	372
Sur	1,156	204	1,454	49	2,610	253
Nizwa	1,998	213	3,678	12	5,676	225
Al Buraimi	266	36	2,968	44	3,234	80
KOM	1,626	932	1,993	187	3,619	1,119
Al Mazunah	86	1	801	0	887	1
Total*	16,691	4,044	38,905	506	55,596	4,550

* This indicator does not indicate the total workforce due to the lack of data of Samail Industrial City

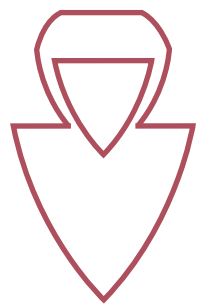


The ratios of (male and female) workforce in Madayn during 2019



Omani Workforce - Male

27.8%



Omani Workforce - Female

6.7%



Foreign Workforce - Male

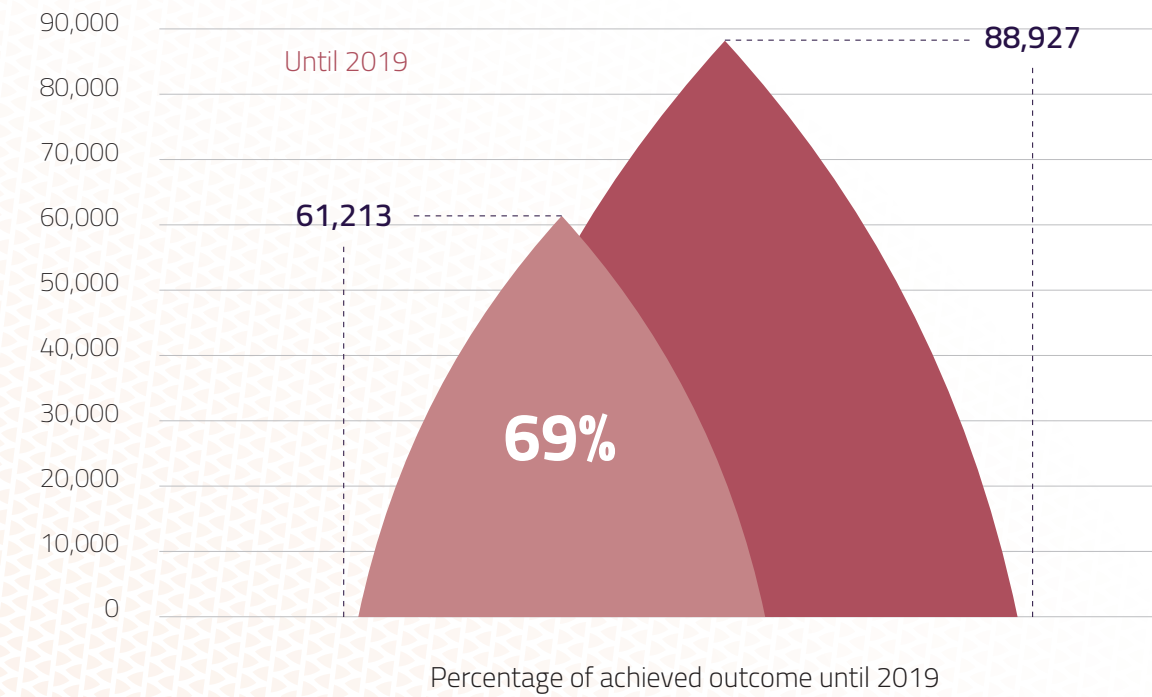
64.7%



Foreign Workforce - Female

0.8%

Proportion of achieved outcome in terms of workforce compared to the target for 2020



69% of the targeted amount of the total workforce for the year 2020 has been achieved up to the end of 2019. The number of the workforce hired until the end of the year reached 61,213 workers. Whereas, the remaining number of employment up to 2020 is 27,714 workers.



Third: Projects

This section addresses the most significant figures and indicators related to the number of the projects of the Public Establishment for Industrial Estates – Madayn, by reviewing Madayn’s major results and statistical data recorded regarding projects, throughout 2019.

Number of projects in terms of construction stage by the end of 2019

Overall	In progress	Areas Allocated	Current	
334	47	21	266	Al Rusayl
416	72	59	285	Suhar
205	44	45	116	Raysut
127	12	8	107	Sur
140	13	8	119	Nizwa
508	12	17	479	Al Buraimi
153	53	47	53	Samail
214	4	7	203	KOM
216	28	57	131	Al Mazunah
2,313	285	269	1,759	Total

Highest Ranked Industrial City in terms of projects

Al Buraimi Industrial City ranked the highest among its counterparts in terms of the total number of projects. The number of projects by the end of 2019 touched 508. This is due to the types of projects implemented in the industrial city as mostly are small and medium projects, while others have been localized through third party contracts. Al Buraimi Industrial City continues to attract new investments and utilizes vacant areas. Suhar Industrial City takes the second place with 416 projects.

Total number of projects

Through the end of 2019, the total number of projects implemented at various stages in Madayn reached about 2,313 project. Approximately, 78% are existing projects, 12% of the projects have been allocated with space and, 12% are under implementation.

Figures of projects according to the investment type by the end of 2019

Total	Residential & Real Estate	Technical	Services & Logistics	Commercial	Industrial	
334	2	0	121	22	189	Al Rusayl
416	2	0	54	45	315	Suhar
205	1	0	17	15	172	Raysut
127	1	0	11	40	75	Sur
140	0	0	40	20	80	Nizwa
508	0	0	11	151	346	Al Buraimi
153	0	0	9	3	141	Samail
214	9	157	47	1	0	KOM
216	1	0	24	177	14	Al Mazunah
2,313	16	159	334	474	1,332	Total

Number of Projects

2,313

4.6%

Growth rate during this year

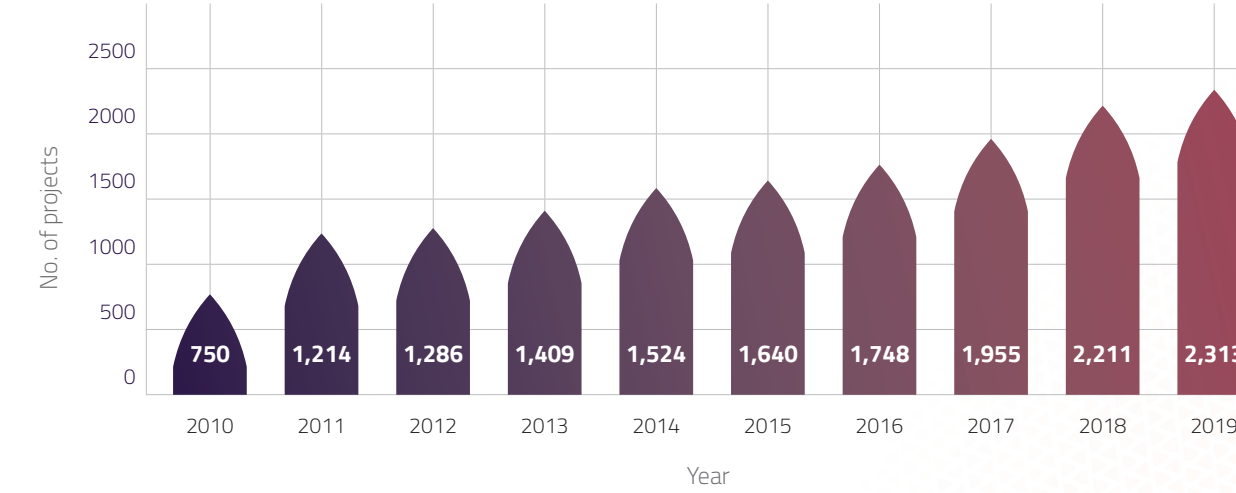


Number of projects as per the investment type for each implementation phase until the end of 2019

Total	Technical	Residential & Real Estate	Services & Logistics	Commercial	Industrial	
1,759	153	13	280	375	938	Existing Projects
285	2	0	39	39	205	Under Construction Projects
269	2	3	15	60	189	Projects allotted with space
2,313	157	16	334	474	1,332	Total



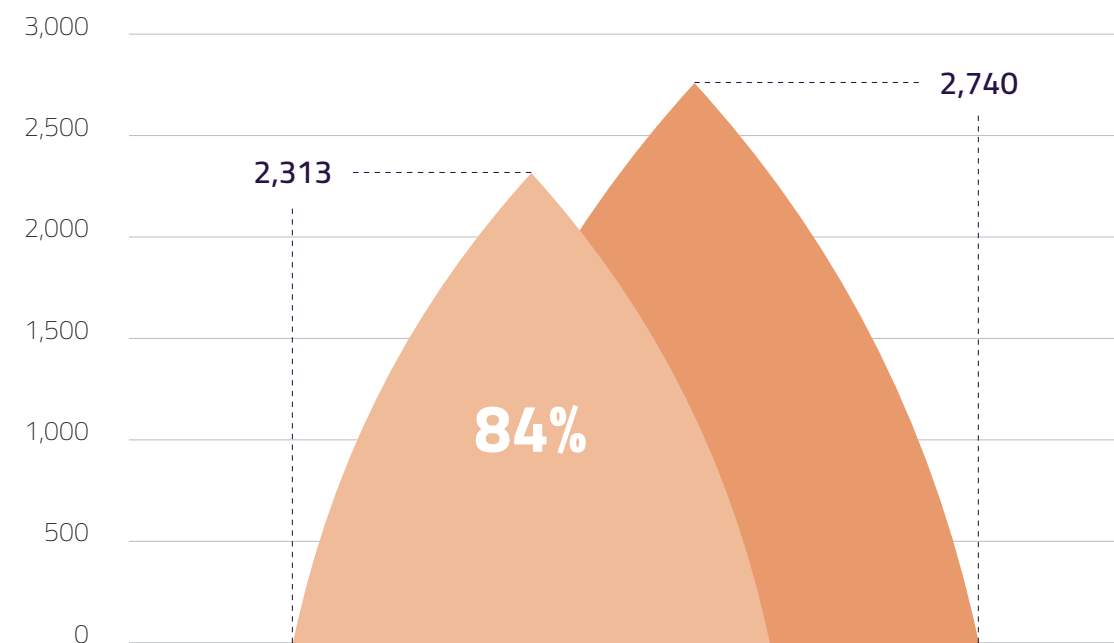
Proportion of the total volume of projects from 2010 to 2019



The figure shows the total number of projects distributed by the years from the end of 2010 to the end of 2019. The total number of projects in Madayn at the end of the mentioned period reached **2,313** projects compared to **750** projects at the end of 2010, marking a **208%** growth rate between the two years with an increase of **1,563** projects. Madayn is still working on attracting local and foreign projects to develop investment within its industrial cities. One of the major projects that Madayn is working on today is establishing new industrial and economic cities, of which Thumrait Industrial City is one of these projects. Madayn has expanded its industrial cities by establishing new ones, which would contribute in attracting key investment projects. One of Madayn's recent expansion is the new areas in Suhar Industrial City, which plays a role in advancing the national economy. These efforts shall also increase the added value that Madayn provides in terms of developing investment inside and outside the Sultanate and providing job opportunities for the citizens in the Sultanate.

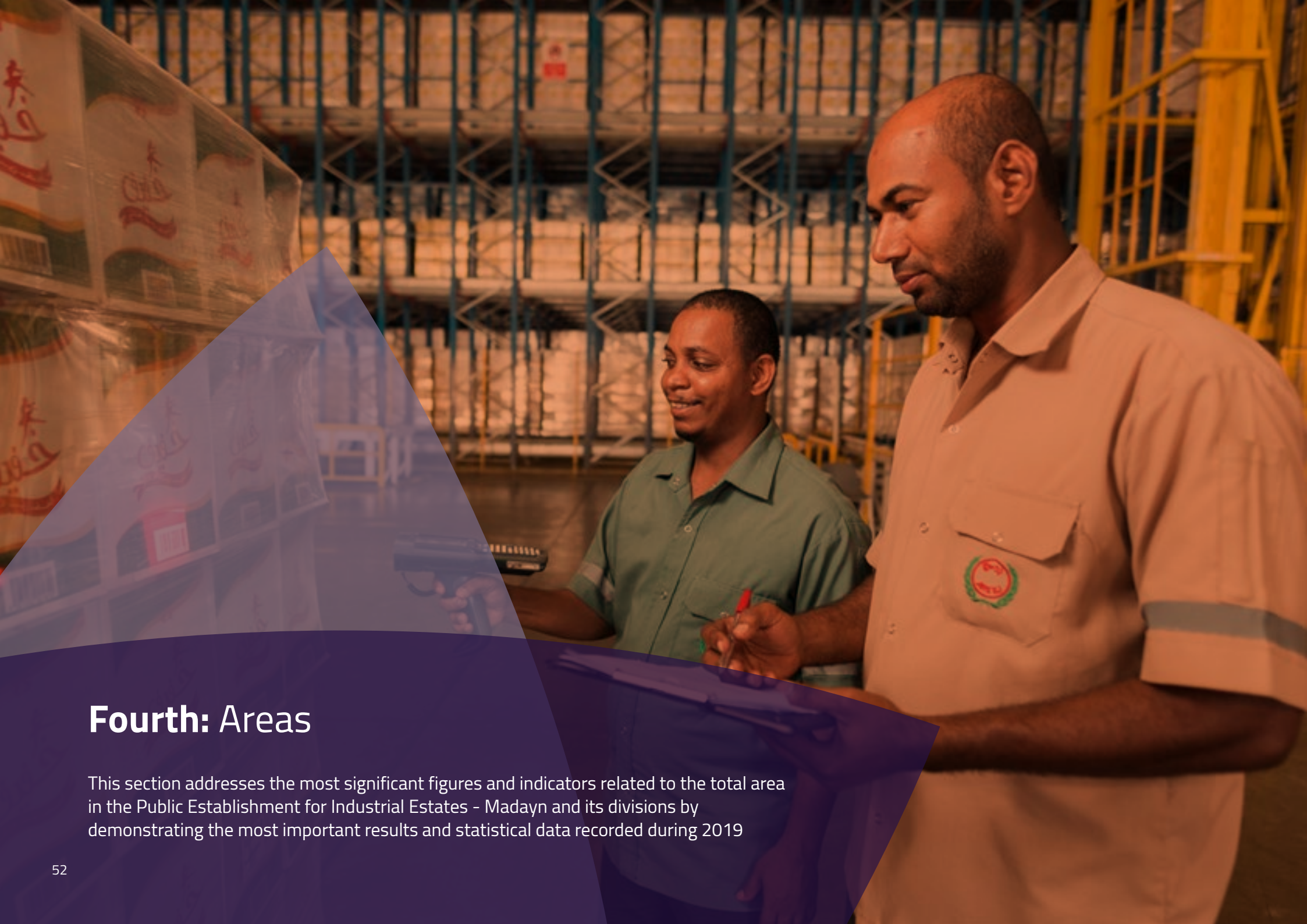
84% of the targeted figure of the total number of projects in 2020 has been achieved up to the end of 2019. The cumulative number of projects implemented up to this year amounted to **2,313** projects, as the remaining number of projects to be implemented in 2020 is **427** projects only.

Proportion of achieved implementation in projects compared to the target for 2020



At the end of 2019





Fourth: Areas

This section addresses the most significant figures and indicators related to the total area in the Public Establishment for Industrial Estates - Madayn and its divisions by demonstrating the most important results and statistical data recorded during 2019

Distribution of total area (Square Meters) by type by the end of 2019

City	Total Area	Developed Areas					Non Developed Areas				
		Leasable	Leased	Vacant	Non-Leasable	Total	Leasable	Leased	Vacant	Non-Leasable	Total
Al Rusayl	10,864,310	4,689,130	4,324,837	364,293	2,009,627	6,698,757	=	=	=	=	4,165,553
Suhar	29,883,548	16,963,546	10,774,954	6,188,592	4,193,974	21,157,520	=	=	=	=	8,726,028
Raysut	3,947,024	3,085,775	2,864,685	221,091	724,704	3,810,479	102,545	=	102,545	34,000	136,545
Sur	36,100,000	795,900	550,600	245,300	199,000	994,900	22,666,300	6,075,543	16,590,757	12,438,800	35,105,100
Nizwa	3,097,935	1,775,239	1,677,431	97,808	393,442	2,168,681	803,038	338,250	464,788	126,216	929,254
Al Buraimi	6,619,064	3,426,094	1,709,911	1,716,183	819,005	4,245,099	2,283,510	0	2,283,510	90,455	2,373,965
Samail	7,674,457	5,329,028	2,372,488	2,956,540	2,345,429	7,674,457	=	=	=	=	0
KOM	759,566	288,482	248,197	40,285	171,030	459,511	186,035	59,488	126,547	114,020	300,055
Al Mazunah	15,360,820	4,013,485	3,284,998	728,488	486,515	4,500,000	=	=	=	=	10,860,820
Total	114,306,724	40,366,679	27,808,099	12,558,579	11,342,726	51,709,404	26,041,428	6,473,281	19,568,147	12,803,491	62,597,320

Distribution of total area (Square Meters) by type of area by the end of 2019

	Total area/ sketch Drawing	Investable Areas	Leased Areas	Vacant Areas	Utilization Ratio*
Al Rusayl	10,864,310	4,689,130	4,324,837	364,293	92%
Suhar	29,883,548	16,963,546	10,774,954	6,188,592	64%
Raysut	3,947,024	3,188,320	2,864,685	323,636	90%
Sur	36,100,000	23,462,200	6,626,143	16,836,057	28%
Nizwa	3,097,935	2,578,277	2,015,681	562,596	78%
Al Buraimi	6,619,064	5,709,604	1,709,911	3,999,693	30%
Samail	7,674,457	5,329,028	2,372,488	2,956,540	45%
KOM	759,566	474,516	307,684	166,832	65%
Al Mazunah	15,360,820	4,013,485	3,284,998	728,488	82%
Total	114,306,724	66,408,106	34,281,380	32,126,726	52%

* Utilization rate equals the leased areas divided by the investable areas

Al Rusayl Industrial City

Al Rusayl Industrial City has the highest variation rate in the number of leased areas in 2019 compared to 2018. The rate of variation reached 108 thousand square meters, or 2.6%, due to the high demand to invest in the industrial city, followed by Al Mazunah Free Zone by 45 thousand square meters.

Total Areas in Madayn

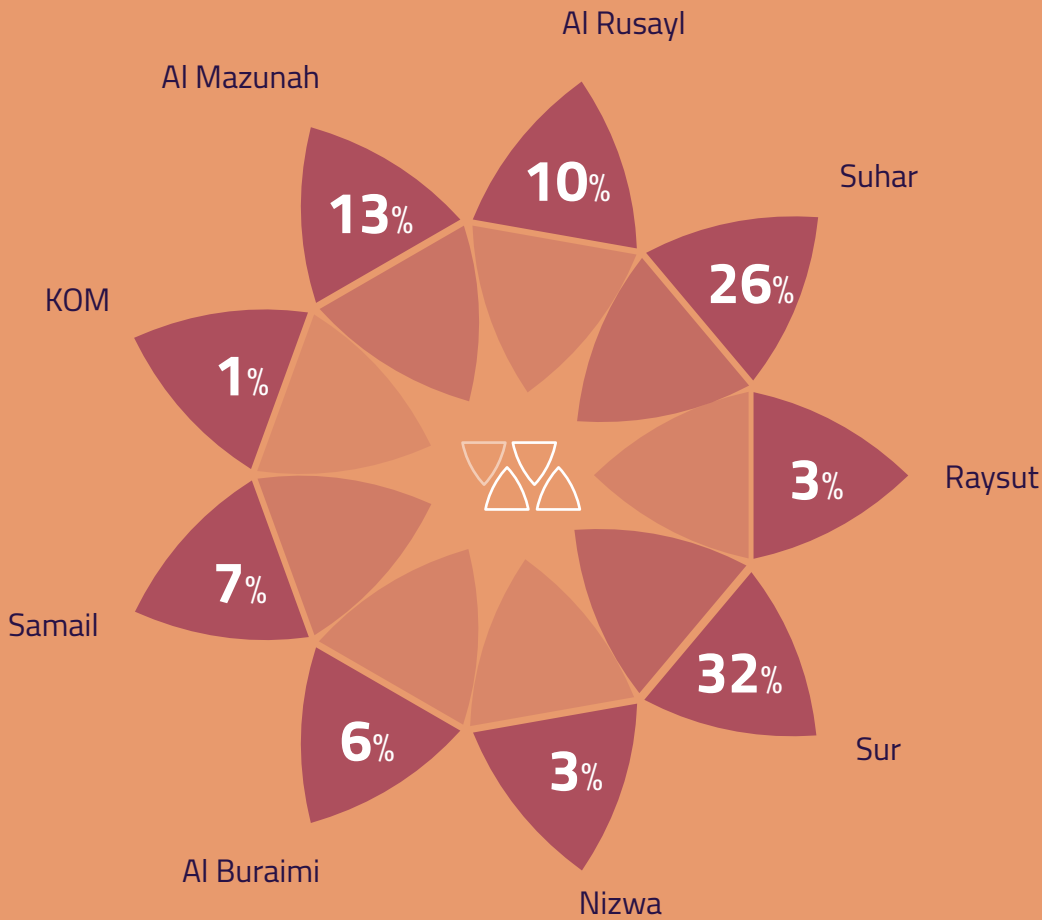
52%
Occupancy Rate

6%
Total Areas

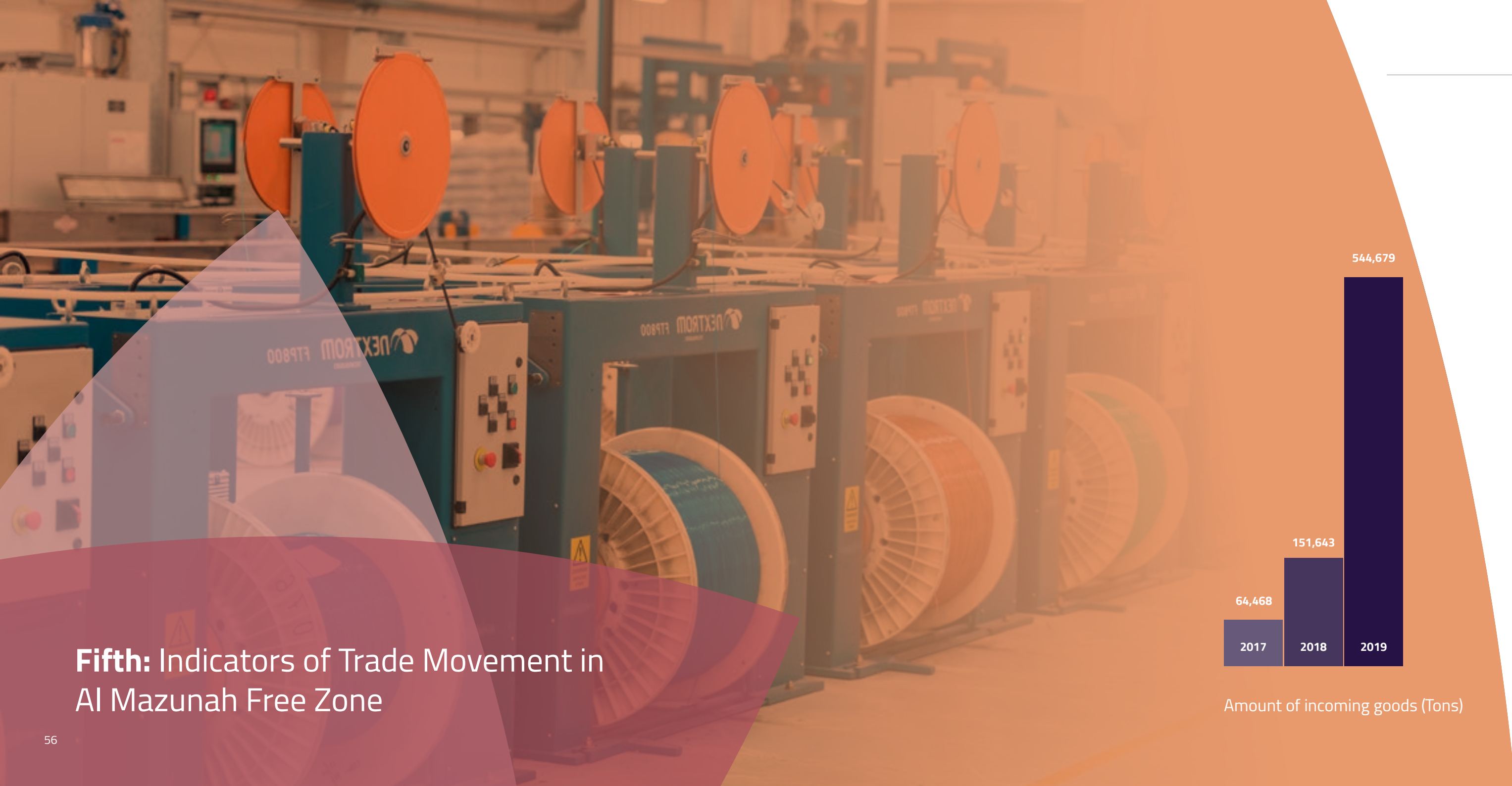
1.85%
Leased Areas

114,306,724
Square meters, 2019

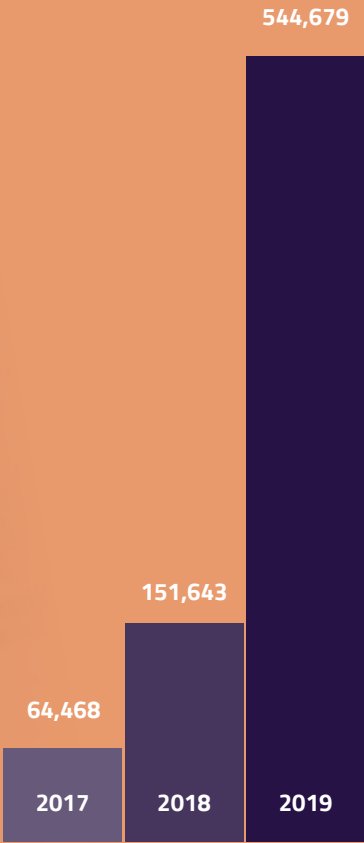
The table shows the areas of Madayn's industrial cities, which span over 114 million square meters. It is also found that the utilization rate of investable areas in these industrial cities has reached 52% by the end of 2019. When the leased areas for this year is compared with areas leased in 2018, it is clear that they have decreased in Suhar, Raysut, Sur, Nizwa, Al Buraimi and Samail, and this decrease is due to the withdrawal of a number of projects that had signed contracts to be implemented in these industrial cities



Proportional distribution of total areas by industrial city by 2019



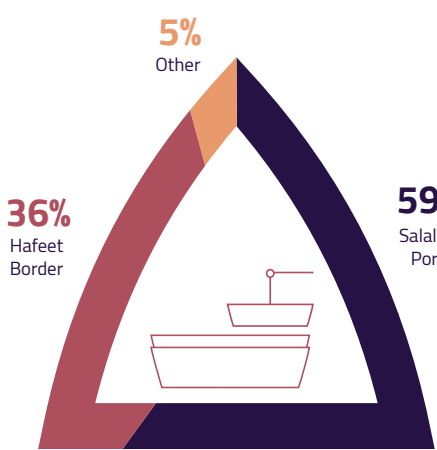
Fifth: Indicators of Trade Movement in Al Mazunah Free Zone



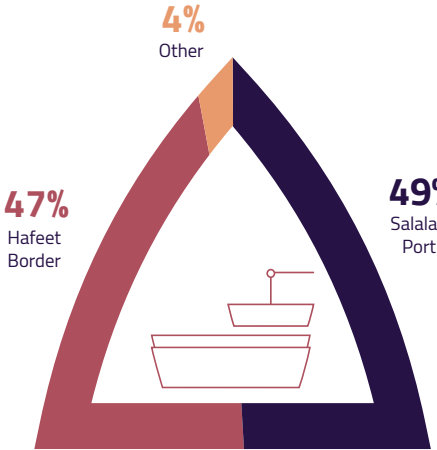
Amount of incoming goods (Tons)

Movement of Incoming Goods to Al Mazunah Free Zone

Border & Port	Number of Custom Entries			Total of Loads (Tons)		
	2018	2019	Change	2018	2019	Change
Hafeet Border	1,715	2,904	69%	61,925	95,620	50%
Salalah Port	1,798	4,742	164%	84,651	440,580	420%
Other	131	403	208%	5,067	11,479	127%
Total	3,644	8,049	121%	151,643	544,679	259%



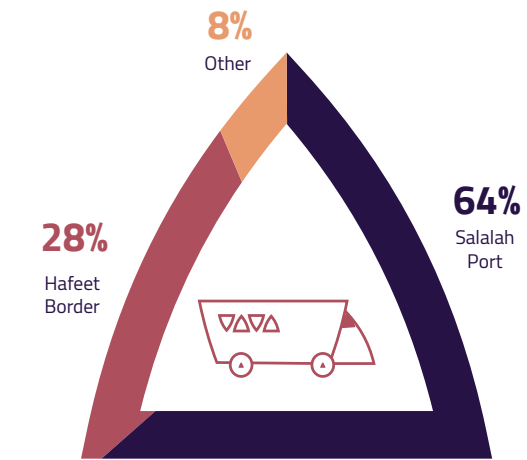
Number of Customs Entries 2019



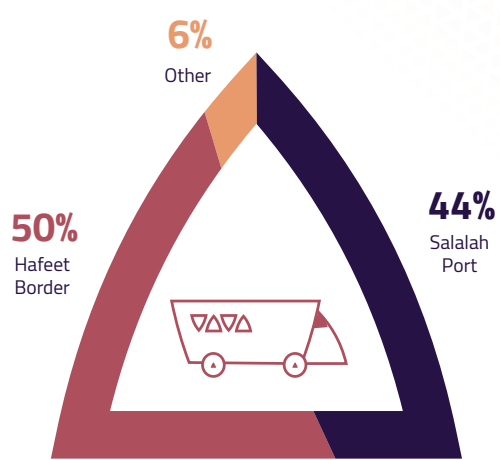
Number of Customs Entries 2018

Movement of loaded trucks through ports/borders to Al Mazunah Free Zone

Border/Port	2018	2019	Variation Rate
Hafeet Border	3,473	3,586	3%
Salalah Port	3,104	8,108	161%
Other	390	1,038	166%
Total	3,301	12,732	83%



Movement of Loaded trucks 2019



Movement of Loaded trucks 2019

3

Partnerships and Business

Enhancing Partnerships with Public Sector

Public-Private Partnerships

Investment Attraction



During 2019, Madayn started to create an integrated economic environment that matches the investors' requirements and aspirations, by signing a number of agreements and MoUs with public and private bodies to provide services that help in attracting more local and international investments.

Enhance Partnerships with Public Sector

For the purpose of achieving distinctive government integration that supports joint working mechanisms, increases enhanced opportunities for the development of the national economy, serves investors and beneficiaries and meets their needs, Madayn has signed a number of partnerships and agreements with the public sector during 2019, most notably:

Cooperation Program with Al-Raffd Fund



The Public Establishment for Industrial Estates – Madayn has signed a cooperation program with Al-Raffd Fund within the Masar Service Center project. This comes within a set of cooperation programs between Madayn and a number of units of the administrative apparatus in the Sultanate, in implementation of provisions of Royal Decree No. 32/2015. Madayn Board of Directors, upon the approval of the Council of Ministers, shall allocate sites in the industrial cities of Madayn as a one-stop-station. Through this center, competent authorities shall provide services necessary for the investment activities authorized to be established, whether those related to issuance of licenses, approvals or visas or those relevant to register or record activities or to other services.

Signing of this program aims to facilitate the obtaining of the services provided through Madayn's Masar Service Center and simplifying them for the targeted segments, as a part of the proposed applications of e-government and seeking to take advantage of the facilities provided by the Fund-affiliated Sanad Service Centers. According to this program, Al-Raffd Fund will provide its services for Madayn's clients to carry out the transactions related to the Fund via an online portal of Sanad Service Centers,

based on the unified technical link mechanism between the portals of government entities and Sanad Services Centers.

Agreement with Ministry of Health to Establish Medical Fitness Centre



As part of strategic planning for managing, directing and providing health services in national development plans, including development projects, health programs and others, and following up their implementation and provision, Madayn signed an agreement with the Ministry of Health to establish Medical Fitness Centre in Samail Industrial City. The center will provide its services for investors located inside and outside the industrial city. This agreement comes as part of the keenness of the Ministry of Health and Madayn for the safety of citizens and residents in the Sultanate. This is also in anticipation of the spread of any contagious disease that may be associated to the expatriate laborers, residents or those who are recruited in the Sultanate.

Public-Private Partnerships

Madayn has been keen on implementing an ambitious and effective partnership program with the private sector, in order to boost economic growth. The most prominent contracts and agreements in 2019 include:

Agreement to Develop Infrastructure of Raysut Industrial City



The Public Establishment for Industrial Estates – Madayn signed an agreement with Al-Hashemi & Al-Rawas Trading & Contracting Company to implement infrastructure development project for Raysut Industrial City (Raysut 2) with an approximate total cost of 4 million Omani Rial. The project will be built on a land area of one million sqm. This agreement has been inked due to the ideal geographical location of Raysut Industrial City in Dhofar governorate, the growing demand for investment in the industrial city and the limited areas developed within it at the current stage.

Cooperation Agreement with Daleel Petroleum Company L.L.C



Out of its continuous efforts to boost relations between government and private bodies to serve the public interest, Madayn signed a cooperation agreement with Daleel Petroleum Company L.L.C, one of the leading government oil producing companies. Based on the signing of this agreement, Madayn shall provide company listings and available job opportunities in various fields in Oman, and exchange best practices and facilities of the National Business Centre to support Omani entrepreneurs in line with the objectives of Daleel Petroleum.

This is in addition to the company's cooperation with Madayn Industrial Academy in the field of training for employment, in order to enhance Omanization and develop workforce skills, as part of the main objectives of the in-country value development program.

Agreement to Implement and Develop Web-Based Supplier Management Software



The Public Establishment for Industrial Estates – Madayn has signed an agreement with Business Gateways International (businessgateways) to implement and develop Madayn Supplier Certification System on the Joint Supplier Registration System (JSRS).

Financing Agreement to Implement Several Development Projects in the Industrial Cities



Shumookh Investment & Services Company, the investment arm of Madayn, has signed an agreement with Sadeen Investment Group, to implement several development projects in Madayn's industrial cities, with an investment value of 120 million. According to this agreement, Sadeen Group will fund Shumookh to implement a number of vital projects in the two industrial cities in Al Rusayl and Samail as well as the Knowledge Oasis Muscat, with the aim of providing

comprehensive services such as (EPCF) offices and housing, including engineering, construction and financing. These projects will be implemented throughout the next three years with building areas of more than 164,000 sqm.

Agreement to Build a System for Controlling and Managing Entry / Exit of Vehicles from / to all Industrial Cities



The Public Establishment for Industrial Estates – Madayn signed an agreement with Nafith Logistics Services to build a system for controlling and managing entry / exit of vehicles from / to all current and future Madayn's industrial cities with operation over a long term. Signing this agreement comes as part of Madayn's continuous pursuit to develop its services provided to its investors and attract more industrial investments to serve its vision in enhancing Oman's position as a leading regional center of manufacturing, ICT, innovation and entrepreneurship excellence. The electronic system project for managing entrances of Madayn's industrial cities – Madayn Access Management System (MAMS) is a cornerstone of the development of strategic infrastructure for the industrial cities. This is in order to allow them to keep up with the process of technological development, provide value-added services and facilitate processes and procedures for the investors and their clients.

Investment Attraction

Madayn is interested in creating an ideal environment for the economic and investment sector. It undertakes constant efforts to enable industry, promote growth rates towards establishing specialized industrial cities and attract foreign and local investments to these cities. Therefore, Madayn has worked to provide necessary support and follow up the development of services qualifying Omanis to work in their various industrial projects. Madayn is keen to provide logistical solutions contributing to creating the optimal climate for localizing investments and enabling local and international industries and developing work in equivalent sectors that benefit the industry and enhance the output of GDP.

Attracting Major Corporates

Madayn is interested in expanding international partnerships and attracting more domestic and foreign investments and attracting major corporates. A number of agreements have been signed, most notably that of Suhar Industrial City with Keryas Paper Industry. Keryas will be provided with a land in phase 7 of Suhar Industrial City to establish paper recycling project. This project is the largest of its kind in Oman, with an area of 58,000 square meters at a total cost of \$40 million, and a production capacity of up to 600 tons per day using the latest technologies to mitigate environmental impacts. Construction began in December 2019 and experimental production is expected to start in the fourth quarter (Q4) of 2020 with a production line that uses one of the most advanced paper production line technologies in the region. The project will provide self-sufficiency in raw materials for paper, cardboard and wrapping paper products in the Sultanate, and will bring an added value to the local economy by providing more than 200 direct jobs in addition to indirect opportunities and training opportunities.

Madayn - An environment that enhances innovation and investment development

Madayn is focused on creating an environment conducive to creativity, innovation and localization of investments, as well as providing an added-value to investors and beneficiaries. Therefore, Madayn represented in its entire staff is interested in providing the necessary services for the development of the industry. This will contribute to the development of the industrial sector and support the improvement of investment within Madayn, based on its vision and objectives seeking to promote and develop the industrial and logistics sector.

During 2019, Madayn was keen to activate partnerships with the public and private bodies in order to achieve the integration with the surrounding entities so as to overcome obstacles which face investors and entrepreneurs, attract and develop value-added investments for the Omani market. The number of projects of different types in all the industrial cities of Madayn in 2019 reached 2,313.

Development of Projects

	2018	2019
Total number of Projects	2,211	2,313
Total number of Productive Projects	1,519	1,759

Major Contracts in Madayn



Logistics Centres

Madayn has contracted with several companies in its industrial cities in 2019 to provide warehouses and develop the logistics aspect in Madayn. Madayn also works to provide logistical solutions that contribute to the optimal environment for localization of investments and open the way for local industries to upgrade and expand, as well as to develop work in parallel sectors that benefit the industrial sector.



Banks

Taking into account the expansion of industrial cities, Madayn seeks to provide maximum services to its employees and visitors. Madayn is working to provide all the services required by businesses, of which at the forefront comes banking services. Madayn decided to welcome the investment of banks in its industrial cities in line with the growing demand and wide financial traffic, through opening bank branches and providing ATMs in the industrial cities.



Restaurants & Cafe

To improve the services provided by Madayn to its visitors and employees and to attract non-industrial investments, Madayn has been keen to provide quality and recreational services in the various industrial cities. Accordingly, several contracts have been signed for the establishment of restaurants and cafes within the industrial cities.



Telecommunications

Madayn recognizes the importance of technical development and the provision of high quality and sustainable telecommunications services. To meet the needs of its investors, Madayn has contracted with a group of telecommunications service providers to develop communications networks in the industrial cities by expanding the construction of telecommunications towers and providing data services. By the end of 2019, the number of telecommunications towers in the industrial cities exceeded 27 towers. Madayn is also working to provide free WIFI networks in all of its industrial cities, where the service has been completed at the Knowledge Oasis Muscat.

Services and Facilities Buildings

In terms of expanding commercial services in Madayn and ensuring investors and visitors' interests, it is significant to incorporate facility buildings in the industrial cities. These projects are also part of Madayn's ongoing efforts to complete the process of value-added projects offered by Madayn in its various industrial cities.

These buildings present various facilities and services such as banking services, travel agency, cafes, consumer stores, as well as a range of local and international restaurants, and plenty of office spaces for government and private bodies and companies.

Madayn has concluded contracts with a number of entities to achieve its plan to provide the needs of industrial cities to the highest standards. These contracts include:

3,000 sqm of land area to build an integrated commercial center to serve investors with the allocation of one-stop shop services in Nizwa Industrial City (facility center).

5,500 sqm contracted to build an integrated commercial center to serve investors with the allocation of one-stop shop in Al Mazunah Free Zone (facility center) with a construction area of up to **11,800 sqm**.

3,700 sqm contracted to build an integrated commercial center to serve investors with the allocation of one-stop shop in Suhar Industrial City (facility center) with a construction area of up to **17,622 sqm**.

28,800 sqm contracted to build an integrated commercial center to serve investors with the allocation of one-stop shop in Al Rusayl Industrial City (facility center).

13,100 sqm contracted to build an integrated commercial center to serve investors with the allocation of one-stop shop in Samail Industrial City (facility center) with a construction area of up to **14,600 sqm**.

Fostering Small and Medium Enterprises

Starting a new business is a step into the unknown, and it is considered to be risky since innovative ideas need a favorable environment to grow and thrive. Hence, Madayn has planned to develop this sector and support Omani youth to establish their own businesses by allocating the necessary spaces and designing an integrated incubator that provides a supportive environment for start-ups. This is implemented not only in terms of work spaces, but, as a matter of fact, the support includes guidance, consultancy and training in entrepreneurship and marketing for those companies, as well as integrated technical and logistics support. Madayn is also keen to implement the decision to allocate 10% of the total value of purchases and tenders to small and medium enterprises and grant them the priority, especially the enterprises incubated in the National Business Center (NBC).

Achievements of 2019

Graduation of **2** SMEs from the NBC and Riyada incubators.

R.O **1.1** million: Total revenues of the two incubators.

Organizing **14** events that support small and medium enterprises

Incubating **7** enterprises during 2019.

Receiving **9** delegations in order to raise awareness regarding the importance of entrepreneurship.

Participating in **8** events (locally and externally) in order to highlight and promote the incubated companies.

Incubated enterprises within the two incubators:

- **In Riyada**
 - 16 incubated enterprises through basic incubation
 - 3 virtually incubated enterprises
 - 3 commercially incubated enterprises
- **NBC**
 - 16 incubated enterprises through basic incubation
 - 7 commercially incubated enterprises



4

Institutional Excellence

Statistics in Operational Management

Empowering National Talents

Human Capital

Efficient Management & Operation

"Masar" Electronic Platform

Media

Local & International Exhibitions

Awards & Achievements

Social Responsibility Efforts in 2019



Statistics in Operational Management

Madayn strives to develop and deliver its services in accordance with the requirements of investors, and has flexibility in dealing to help reduce time and efforts of investors, beneficiaries and Madayn employees alike.

Supervision of Investors

To meet the growing demand for industrial lands and the expansion of investments and Madayn's interest in meeting investment demands, the year 2019 witnessed significant growth in the number of approved industrial plans to reach 135. The number of approved building permits reached 191, while the total number of approved business permits was 2,556. The number of licenses approved in 2019 reached 1,045.

2,556

Approved permits during 2019

135

Approved plans at the end of 2019

94

Construction completion certificates during 2019

191

Approved building permits at the end of 2019

Operating Licenses

1,045

Total Licenses

2

Licenses for other activities

5

Licenses for residential and real estate activity

601

Licenses for industrial activity

301

Licenses for commercial activity

93

Licenses for service activity

43

Licenses for Logistical activity

Licenses for Operation

13 Service Providers

2018

320

Consulting Offices

1,029

Contractors

19 Service Providers

2019

323

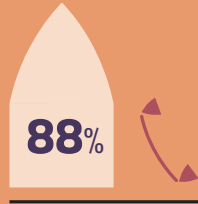
Consulting Offices

1,030

Contractors

Communication and Investors Services Centre

The Communication and Investors Services Centre operates with the latest technologies and systems to serve the investors and overcome the challenges they face in cooperation with various bodies in the Sultanate. This is done through receiving their transactions and facilitating all procedures related to localization of projects and receiving all incoming communications to Madayn whether from investors or companies or those interested in familiarizing themselves with Madayn. The center responds to their inquiries and complaints and provides them with information and data they wish to know, in accordance with the standards and specifications of ISO 9001:2015 to facilitate the investment process and provide the required support to the investor.



Growth rate in
2018

1,929

Incoming Calls



288

Number of interactive conversations
through Live Chat.

A total of 1,929 calls to the Communication and Investors Services Centre were received at the end of 2019, compared to 1,004 calls at the end of 2018. The number of interactive conversations through Live Chat system touched 288 in 2019.

Water

Madayn is continuing with its plan to develop water services and facilities, operate new plants for drinking water, pumping, sewage water treatment in addition to tanks and expansion in irrigation networks.

Madayn's major achievements in improving the quality of water include:

- ▶ Maintaining environmental sustainability and water recycling, and completing sewage water treatment plant projects in Al Rusayl Industrial City, Suhar Industrial City, Raysut Industrial City, Nizwa Industrial City and Knowledge Oasis Muscat. The sewage treatment plant was established in Samail Industrial City, making it the sixth industrial city to have this service available.
- ▶ Work is currently underway to construct industrial sewage water treatment plants in Sur Industrial City, Al Buraimi Industrial City and Al Mazunah Free Zone.
- ▶ Working on the construction of a desalination plant in Sur Industrial City.
- ▶ Developing communication means with investors to ensure the quality of water services.

Environmental Efforts

Madayn organized awareness campaigns in 2019 to enhance its role in environmental conservation and afforestation. The importance of these campaigns lies in highlighting the role of Madayn in protecting Oman's environment in cooperation with all existing entities and units in this regard, which are concerned about the environment and are focused on its protection. vOf these campaigns Madayn's afforestation campaign was held at Al Rusayl Industrial City under the slogan "Together for Green Madayn" in conjunction with the Sultanate's Tree Day. Madayn is also making significant efforts to increase green spaces in the industrial cities with an area of up to 18,000 square meters per year.

18,000

Square Metres

Total green spaces
added in Industrial Cities



Inspections and occupational safety

Oman is witnessing rapid growth and development in various social and economic aspects especially in the industrial sector. Industrial cities are considered one of the key economic pillars embracing different industries such as food, chemical, pharmaceutical, among other industries, which require strengthening inspection and control systems and ensuring that these facilities comply with health and environmental standards and controls and safety measures to prevent incidents and occupational injuries at the workplace.

Madayn pays great attention to improving the work environment at the industrial cities and exploring partnership with investors with the aim of promoting the objectives and principles of occupational health and safety at the workplace and ensuring the commitment of enterprises to public health related regulations and requirements. Security and occupational health and safety officials in Madayn have conducted many field visits to factories, barbershops, ironing shops, public warehouses, among other visits. During these visits, violations and wrong practices were highlighted and corrected through the implementation of awareness programs for the workers and adoption of precautionary measures.



Inspection Visits in 2019

Field visits to industrial units focused on comprehensive inspection regarding the aspects of health control, engineering control, occupational health and safety and licensing and contract powers. Highlights of the visits are as mentioned below:

242

Inspection visits to industrial units

123

Inspection visits to logistics units (public warehouses)

21

Inspection visits to restaurants, cafes and other shops

124

General visits to follow up on hygiene and sewage plants

9

Evacuation and emergency exercises

92

Awareness sessions and warnings to correct wrong practices during the field visits

Awareness and Training Programs

- ▶ Organizing a workshop for workers in restaurants and cafes on health practices, ways of disease transmission through the food chain, and how to prevent infectious diseases.
- ▶ Providing workers in barbershops hands-on training on the dangers associated with using shaving tools, their role in the transmission of diseases such as tuberculosis or pulmonary coughing-transmitted diseases, as well as blood-transmitted diseases such as hepatitis. The training also focused on the importance of public hygiene and sterilization of tools and the workers' commitment to wearing uniforms and protective masks during their work.
- ▶ Implementation of a specialized training workshop for health inspectors at the Ministry of Regional Municipalities and Water Resources on the principles and basics of Food Safety Management (ISO 22000 - HACCP).
- ▶ Holding a lecture for employees of investor services in the industrial cities on the role of Madayn in inspection, occupational safety, developing work mechanisms and simplifying procedures in the regulatory system.
- ▶ Participation in the annual conference and exhibition of the Saudi Food and Drug Authority in Saudi Arabia during the period from September 30 to October 2, 2019.
- ▶ On-the-Job Training for technicians in the industrial cities on the advanced methods of health and occupational safety control.

Development of Control, Health, Safety and Environmental System

- ▶ Developing an inspection form that includes health, engineering, occupational health and safety elements, whereby the officials conduct field inspections to industrial units according to the specified visits (periodic, follow-up, evaluation, complaint, joint campaign). In addition to that, the inspection is carried out according to the classification of industrial units in terms of severity (High, medium, low).
- ▶ Development of forms and models for inspection outcomes (warnings - violations - closures- medical examination - control - disposal - observation - requirements, among others).
- ▶ Developing a mechanism for inspection and supervision in Masar, and coordinating with investor services center in all the joint visits and meetings with the aim of collaborating with investors in security, safety and environmental health related areas.
- ▶ Organizing lectures, courses and training workshops in cooperation with Madayn Industrial Academy in the areas of inspection, occupational health and safety, and food safety.
- ▶ Cooperating with government bodies within the industrial cities in launching 'Etma'in' campaign that targets industrial units. The campaign focuses on raising awareness on how to tackle wrong practices or behaviors in the industrial unit and mitigate or reduce risks through investigations and development of appropriate solutions.



Empowering National Talents

Madayn Industrial Academy

Madayn Industrial Academy has been founded through cooperation with a number of partners. The academy aims at empowering national talents through providing professional and technical training programs to train and develop Madayn's employees as well as the Omani workforce to raise their productivity and readiness to join the labor market. This academy comes in continuation of Madayn's training programmes since 2011 for the national cadres working in factories and companies based in the various industrial cities pertaining to Madayn. Madayn, represented by Madayn Industrial Academy, has developed its annual plan based on the following: -

- ▶ Developing and training of the national cadres in Madayn, companies and factories based in the industrial cities, Knowledge Oasis Muscat and Al Mazunah Free Zone.
- ▶ Carrying out studies, consultations and research to enhance the industry / technology / and human cadres in the industrial cities, Knowledge Oasis Muscat, and Al Mazunah Free Zone.
- ▶ Madayn Industrial Academy also supports the directorates and departments of Madayn to achieve the optimal utilization of national human / financial / material resources.

Incentivizing Women in the Industrial Sector

Women play an active role in building Oman and driving the development process forward. They contribute to the advancement of the country in all fields as a leader. Madayn takes into account the role played by women in the work environments. Madayn endeavors to create an ideal working environment that allows women to establish their projects and develop their investments, as it seeks to strengthen the role of women in various fields. The number of female workforce in Madayn during the year 2019 touched 4,550.



Industrial City	Omani Females	Expat Females	Total
Al Rusayl	1,377	94	1,471
Suhar	974	55	1,029
Raysut	307	65	372
Sur	204	49	253
Nizwa	213	12	225
Al Buraimi	36	44	80
KOM	932	187	1,119
Al Mazunah	1	0	1
Total	4,044	506	4,550

Human Capital Future Investment

Madayn operates according to a new strategy that attracts talents and competencies and enhances their capabilities, which is undoubtedly one of the ambitious goals that leads to empowerment of human resources in the Sultanate. It further contributes to building a knowledge-based economy led by national competencies, through utilizing the capacities of human capital, and maximizing the role of training programs to reinforce trainees with the necessary professional and scientific expertise. During 2019, Madayn has sought to attract the best talents and expertise in the labor market, and create a work system that is based on creativity and innovation and puts forward innovative ideas across various directorates and departments.

Training Programs

Madayn seeks to provide top training programs and specialized technical courses for its employees in order to achieve its operational goals and create a supportive and motivational environment for professional development. The training approved by Madayn is related to the annual targets of employees and the achievement of such targets. With this in plan, the year 2019 witnessed the implementation of a set of development plans and programs that resulted in the training of approximately 269 employees. The major programs include:

- ▶ WTO Agreements
- ▶ Security Lecture
- ▶ Workshop on electronic security
- ▶ Awareness workshop on ISO:9001:2015 certification
- ▶ Awareness workshop on developing job descriptions
- ▶ Awareness workshop on job evaluation
- ▶ Finance intro for non-finance employees
- ▶ Financial analysis
- ▶ Recent amendments to the International Financial Reporting Standards
- ▶ Simplification and improvement of work procedures
- ▶ Skills on buildings' inspection
- ▶ Management of Omani contracts for projects

Development of Talents and Skills Reinforcement

In its endeavor to develop its personnel, the Public Establishment for Industrial Estates – Madayn sought to create a database that attracts the most distinguished talents in the labor market in order to build an advanced and integrated system that focuses on creativity and innovation.

▶ **328**

Total number of Madayn Employees

▶ **323**

Omani Employees

▶ **5**

Expat Employees

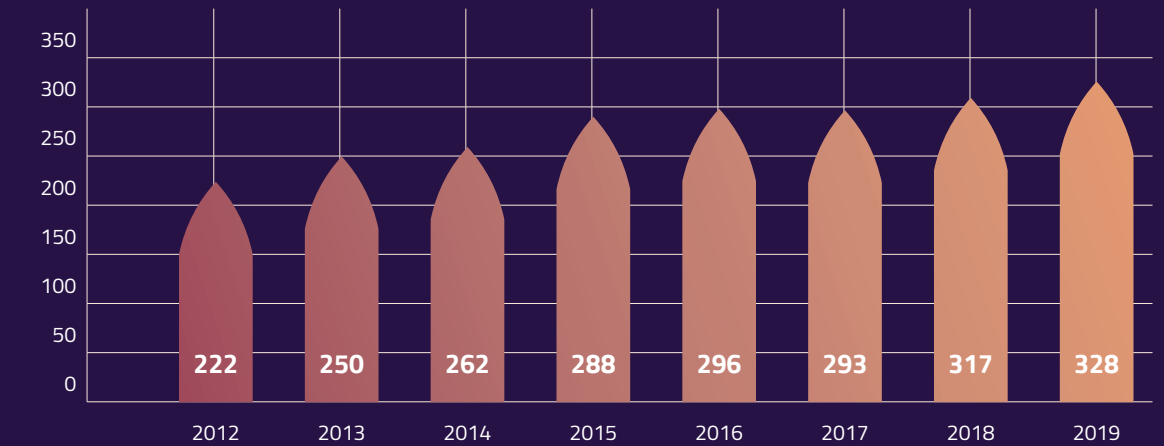
▶ **242**

Males

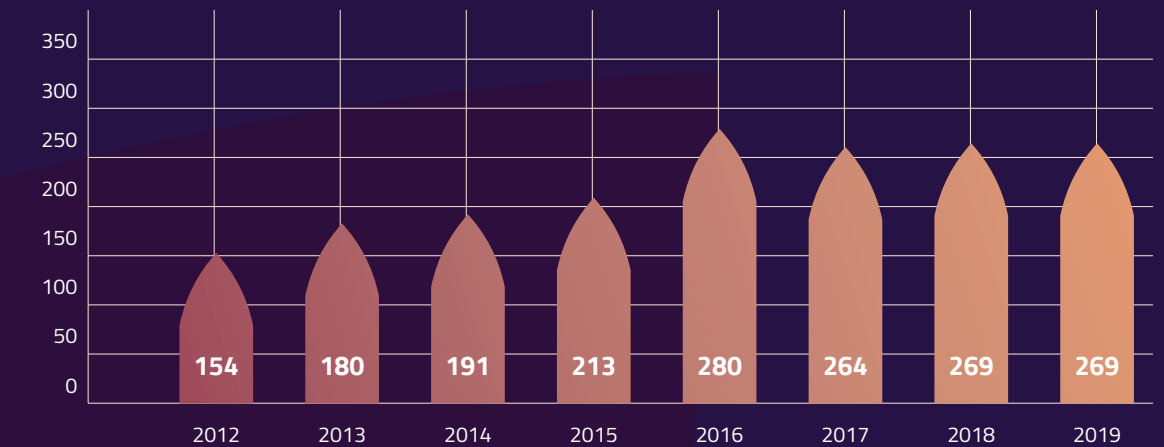
▶ **81**

Females

Total No. of Employees in Madayn 2012-2019



Total No. of Employee Trainees in Madayn 2012-2019



Electronic Platform Masar

Madayn has made great strides to activate Masar electronic platform in order to automate the processes, including management of investment requests and related services. This platform aims at enhancing Madayn's ability to attract, support and manage the largest number of investments and operation of its assets. The following has been achieved:

- Re-engineering the investment request system to be incorporated within the Masar electronic platform, based on the official regulations and procedures.
- Launching the platform and incorporating the investment request service.
- Achieving the largest possible integration between Masar platform and the relevant government bodies.
- Creating an interactive environment that follows the best standards and practices used in the field of designing user interfaces with different needs.

Information Technology Infrastructure

Endeavoring to set-up the infrastructure, security and safety aspects in accordance with best practices in line with standards and guidelines set by the Ministry of Technology and Communications.

Increasing the level of connection speed in the various industrial cities of Madayn to achieve the best performance in using information technology resources.

Planning and developing the technical work environment to operate the newly created Masar centers based on Madayn's approach to serve investors in Al Rusayl Industrial City and Suhar Industrial City.

Efficient Management and Operation

Madayn gives major attention to quality management across various levels. Hence, Madayn has succeeded in maintaining its ISO 9001:2015 certification in quality management system. Madayn underwent an external audit to maintain the certification, which was conducted by the international TUV SUD Company. ISO 9001:2015 is a major international certificate that reviews management systems based on the conformity of documents with the actual management process. Madayn also adopts advanced systems that support its internal structure and contribute to linking its services to various departments in a creative and innovative manner that is characterized by accuracy and high quality of performance.

Media

Madayn has developed its electronic publishing and communication system in order to disseminate awareness on the latest Madayn related news and its events. The following has been achieved in 2019:



Madayn launched its internal e-newsletter (Shay O'loom!) during 2019. The newsletter is an internal publication targeting Madayn's employees. The internal e-newsletter aims to enhance connection and communication between Madayn's administrative units, strengthen relations between the employees, and highlight the roles and skills of the employees within and outside Madayn's environment.



Madayn also issues an external e-newsletter, which lists the major news and activities related to Madayn and its industrial cities in particular, and news related to the investment environment in the Sultanate in general. This newsletter targets businessmen, investors, owners of companies and industrialists both inside and outside the Sultanate.



Local and International Exhibitions

In its pursuit to disseminate awareness on its industrial cities and to attract investments to these cities, Madayn regularly participates in local, regional and international exhibitions, through which it enables the investors to promote their products and services, and foster relations with potential partners.

International Exhibitions

#	Exhibitions	From	To	City/Country
1	Gulfood Exhibition	17/2/2019	21/2/2019	Dubai
2	Embassies Bazaar	4/4/2019	4/4/2019	Bahrain
3	China-Arab States Expo	5/9/2019	8/9/2019	China
4	A Series of awareness events on investment opportunities in Madayn	10/9/2019	12/9/2019	China
5	Saudi Food and Drug Authority Exhibition	30/9/2019	2/10/2019	Saudi Arabia
6	Food, Beverage and Hospitality Exhibition (HORECA)	26/11/2019	28/11/2019	Saudi Arabia

Local and international exhibitions held inside the Sultanate

#	Exhibition	Launch Date	Closing Date
1	Oman-UAE Economic Forum	20/2/2019	20/2/2019
2	Economic Vision Forum	3/3/2019	3/3/2019
3	16th edition of Business Week - SQU	17/3/2019	19/3/2019
4	Arab Investment Forum	27/3/2019	27/3/2019
5	Omani Products Exhibition at Salalah Tourism Festival 2019	25/7/2019	30/7/2019
6	Workplace Safety and Loss Prevention Conference	16/9/2019	17/9/2019
7	OER Business Summit	25/9/2019	25/9/2019
8	Oman-India Investment Meet	29/9/2019	30/9/2019
9	'Start Your Business' Forum	8/10/2019	10/10/2019
10	Food and Hospitality Exhibition	14/10/2019	16/10/2019
11	MENA Women's Congress	14/10/2019	16/10/2019
12	Made in Oman Exhibition - Salalah, Dhofar University	10/11/2019	12/11/2019
13	Made in Oman Exhibition - Salalah Gardens Mall	18/11/2019	19/11/2019

Awards and Achievements

During 2019, Madayn received a number of awards and certificates for its outstanding model and pioneering methodology and plans:

- ▶ Hilal bin Hamad Al Hasani, CEO of Madayn, was awarded the Golden Star Award for Excellence and Quality in Administration, presented by the Excellence Awards Academy.
- ▶ Hilal bin Hamad Al Hasani, CEO of Madayn, was awarded the Personality of the Year Award in the field of industrial investment as part of the Excellence Awards for economic and social initiatives in the Arab region.
- ▶ Madayn managed to maintain the ISO9001: 2015 certification in quality management systems on the level of all the industrial cities.



Social Responsibility Efforts in 2019

Social responsibility plays an effective role in serving the community and promoting the principle of partnership for development purpose. In this regard, Madayn has organized a number of social responsibility initiatives in 2019 in cooperation with a number of companies and factories. These initiatives comprise:

Walking for Good Health

Madayn organized a walkathon event entitled 'Walking for Good Health' at the Knowledge Oasis Muscat. This event targeted the community and the investing companies in the Knowledge Oasis Muscat (KOM) and Al Rusayl Industrial City through a friendly and sporty gathering. The walkathon coincided with World Health Day which is celebrated on 7th of April every year.

Madayn Running Event

Madayn organized Running Event in cooperation with Al Buraimi Volunteer Team. 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. With the participation of more than 200 competitors, the event included running competition, rope-pulling contest, among other activities.

Volunteering Initiative for the Elderly

Madayn, in cooperation with Ihsan Association, organized a volunteering initiative at the Social Care House for the Elderly in Al Rustaq. The event aimed at serving the community and encouraging Madayn's employees, and the companies and factories based in Madayn's various industrial cities to participate in this initiative. The event

included various activities such as distributing gifts to the elderly, helping them to perform their daily activities and a variety of entertaining activities.

Beach Cleaning Campaign

Madayn, represented by Social Responsibility Department, organized a cleaning campaign at Al Seeb Beach in coincidence with Oman Environment Day which is celebrated on January 8 of each year. The beach cleaning campaign came in line with the awareness initiatives adopted by Madayn through organizing various programs and activities to enhance social responsibility and serve the community and the environment. The campaign aimed at underscoring Madayn's role in promoting the environmental protection.

Together for Green Madayn

Madayn, represented by its Social Responsibility Department, organized afforestation campaign under the slogan (Together for Green Madayn). The event came in line with the Sultanate's Tree Day which is celebrated on October 31st each year. The campaign aimed at enhancing the significance of preserving the environment and minimizing the negative environmental impact in the industrial cities. The objective of this event was to raise awareness among the industrial companies investing in Madayn to work together towards achieving an ideal environment and reducing negative impacts.

5

Promising Cities

Why Invest in Madayn

Services provided by Madayn

Incentives granted to industrial units within the scope of Madayn in terms of the workforce

Madayn: Continuous Development



Why Invest in Madayn?

- ▶ Lease period of lands and facilities for up to 30 years, renewable for the same period.
- ▶ Right to waive the lease right for the remaining period of the contract.
- ▶ Right to sell constructions and buildings on the leased land.
- ▶ Right to lease the buildings and facilities built on the leased lands by investors.
- ▶ Right to involve new partners in the lease contract.
- ▶ Fair evaluation of buildings and facilities upon the termination of the lease contract.
- ▶ Developed and equipped lands with basic services (water, electricity, telecom, roads).
- ▶ Transparent legal frameworks illustrating rights and obligations.
- ▶ Punctuality in service delivery.
- ▶ Participation in internal and external Omani Products Exhibitions as part of 'Made in Oman' Campaign
- ▶ Participation in workshops, seminars and exhibitions, which are organized by Madayn.
- ▶ Workforce townships equipped with a variety of services.
- ▶ Cooperation from government bodies through Masar Service Center.
- ▶ Investment cities with independent legislation and regulations.
- ▶ Exemption from tax on net profit for a period of five years for industrial projects.
- ▶ Exemption from customs duties and taxes on production inputs.
- ▶ Activities in some categories have a 50% cut rate on the fees of issuing and renewing the environmental permit.
- ▶ Industrial activities that fall under some categories do not require an environmental study.
- ▶ Well-equipped infrastructure.
- ▶ Industrial cities are close to logistics services (roads, ports and airports).



Services provided by Madayn

- ▶ Providing suitable spaces ready for investment (industrial, commercial, technical, and service).
- ▶ Madayn:
 - Issues and approves cadastral charts.
 - Issues all types of licenses and permits related to businesses inside the industrial cities.
 - Approve engineering plans, issuing building permits and certificate of completion.
- ▶ Providing environmental services - cleaning services - afforestation in the industrial cities.
- ▶ Providing maintenance services and basic services (water, electricity, telecommunications, gas).
- ▶ Providing security services at the industrial cities around the clock.

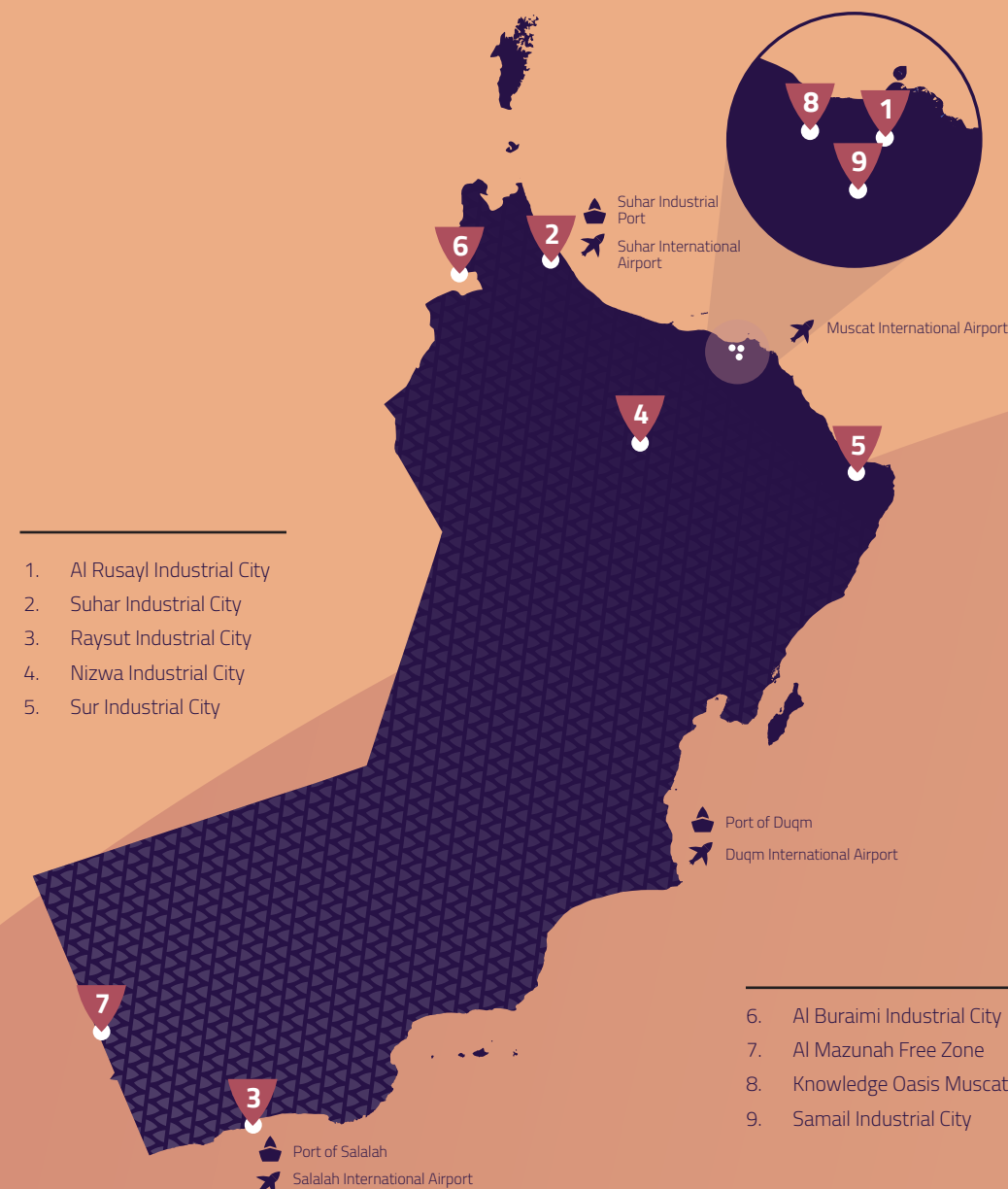
Incentives granted to industrial units

within the scope of Madayn in terms of the workforce:

- ▶ Appoint a consultant office to evaluate the employment demands of the investors before approving them.
- ▶ Academic qualification program to qualify graduates to work in industrial facilities according to factories' needs.
- ▶ On-the-job training and specialised training through accredited training centers.
- ▶ Submit the required job titles to be studied according to the approved controls and include them in the professions directory after accreditation.
- ▶ Factories which achieved 35% of Omanization:
 - Not required to submit the Omanization plan in the event that a work permit application is submitted to (replace non-Omani workers that departed the country).
 - Permitted to issue a work permit for expats regardless of the presence of vacancies in previous licenses.
- ▶ Factories which achieved 50% of Omanization:
 - Granted the required work licenses according to the procedures referred to.
 - Permitted to obtain temporary expat workers for some professions that are temporarily suspended.
 - Speed in completing applications of work permits within 24 hours, provided that the required number does not exceed (100) workers.
 - Exemption from inspection and the advantage of self-inspection is granted in accordance with the standards of the Ministry of Manpower.
- ▶ An employee who earns a salary of (RO2000) or more is considered to be two persons in the Omanization percentage.

Development of Madayn

The Public Establishment for Industrial Estate – Madayn was established in 1993 in continuation of the Sultanate's industrial march that began with the establishment of Al Rusayl Industrial Estate Authority in 1983. The success story of the authority contributed to the establishment of Madayn in 1993. Madayn today manages and operates seven industrial cities in Suhar, Raysut, Nizwa, Sur, Al Buraimi, Al Rusayl, Samail, in addition to the Knowledge Oasis Muscat and Al Mazunah Free Zone.





Governorate

Muscat

Wilayat

Seeb

Total Area

10,859,175 Square Metres



Nearest Airport

Muscat International Airport

Distance

10 KM



Nearest Port

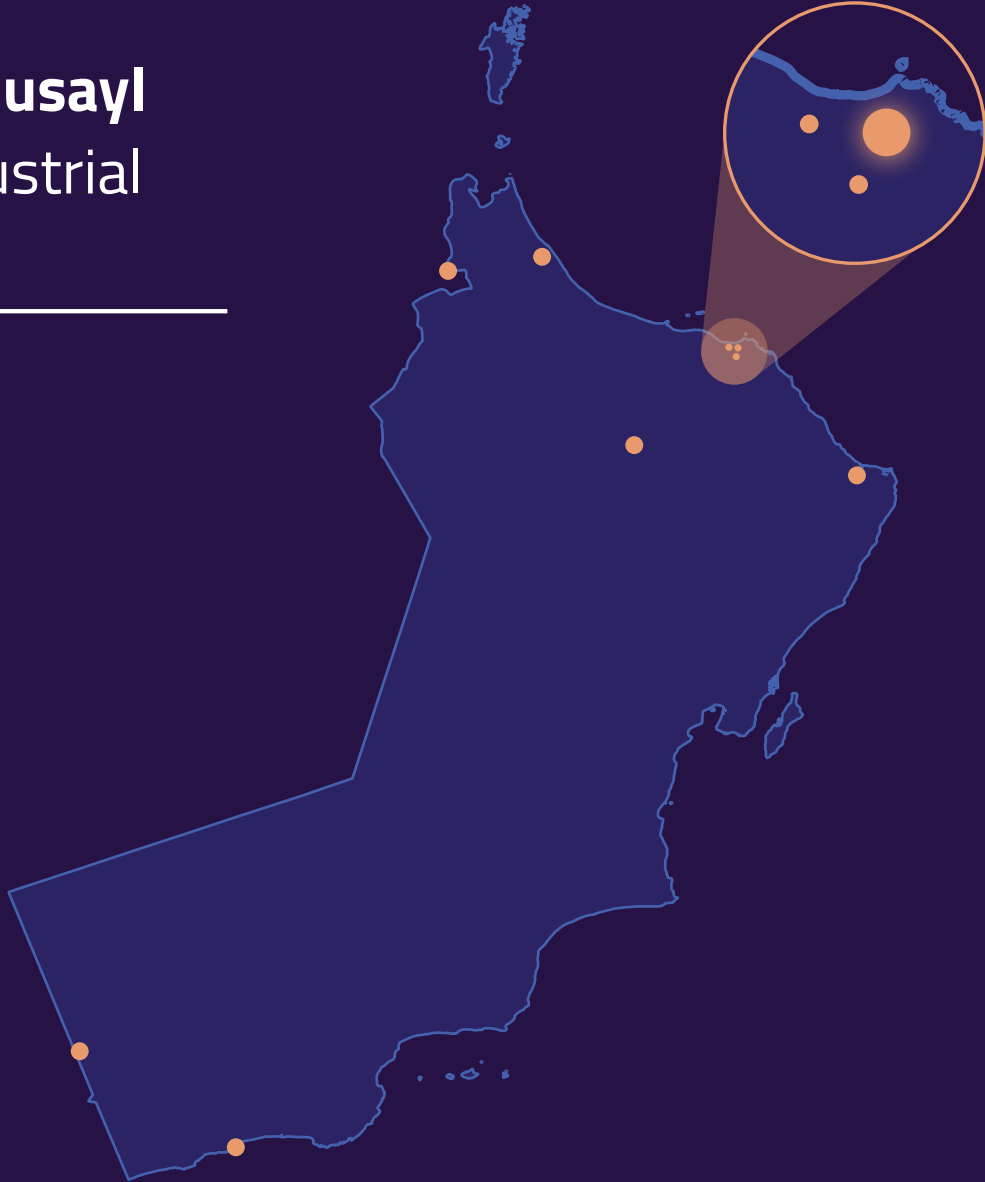
Suhar Industrial Port

Distance

218 KM

Al Rusayl Industrial City

1983



Nearest University/ College/ Technical Institute

- Sultan Qaboos university
- German University of Technology
- Higher College of Technology
- International College of Engineering and Management
- Oman College of Management & Technology
- Caledonian College of Engineering
- Scientific College of Design
- Al Seeb Vocational Training Center
- Other colleges with administration and financial specializations

Major Industries



Chemicals



Electric Batteries



Building Materials



Optical Fiber Cables



Dyes



Stationary



Textiles & Garments



Food



Furniture



Filters



Governorate

Al Batinah North

Wilayat

Suhar

Total Area

21,237,225 Square Metres



Nearest Airport

Suhar International Airport

Distance

10 KM



Nearest Port

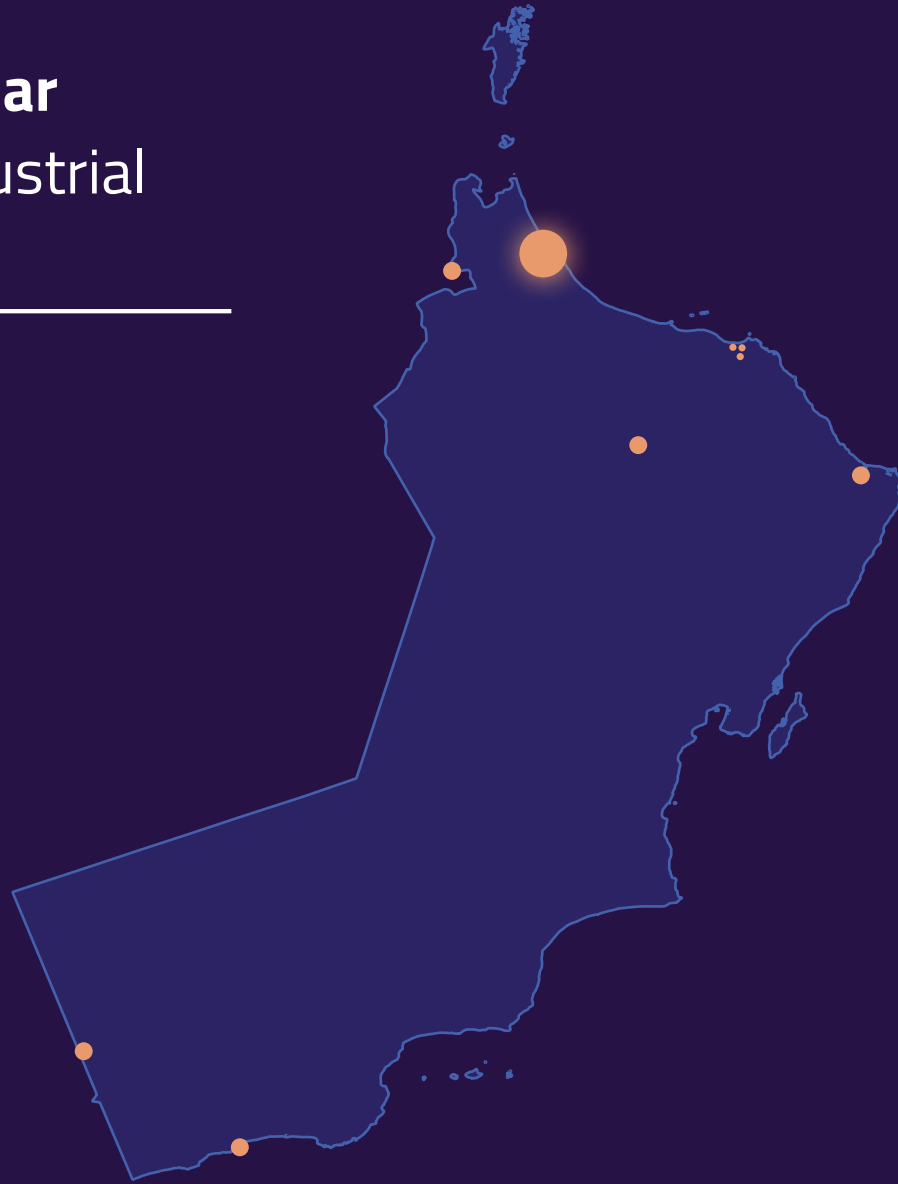
Suhar Industrial Port

Distance

10 KM

Suhar Industrial City

1992



Nearest University/ College/ Technical Institute

- Sohar University
- Shinas College of Technology
- Sohar College of Applied Sciences
- Saham Vocational Training Center

Major Development Projects

- Completing the infrastructure services in phases 1-6 in Suhar Industrial City.
- Establishing an integrated commercial center to serve the investors, with the allocation of one-stop-shop in Suhar Industrial City (Facility Center).
- Establishing an integrated commercial area in Suhar Industrial City.
- Increasing the green areas by (2000 m2) on an annual basis.
- Re-evaluation of the leased lands which exceed (10,000m2) and assessment of the land utilization by the project.
- Infrastructure and development works in the phase seven.
- Establishing a sewage plant for the phases five and six in Suhar Industrial City.

Major Industries



Paper Industry



Marble



Steel & Bars



Building Materials



Detergent



Resins



Furniture



Food



Leather Products



Glass



Motor Oils



Governorate

Dhofar

Wilayat

Salalah

Total Area

3,810,479 Square Metres



Nearest Airport

Salalah International Airport

Distance

20 KM



Nearest Port

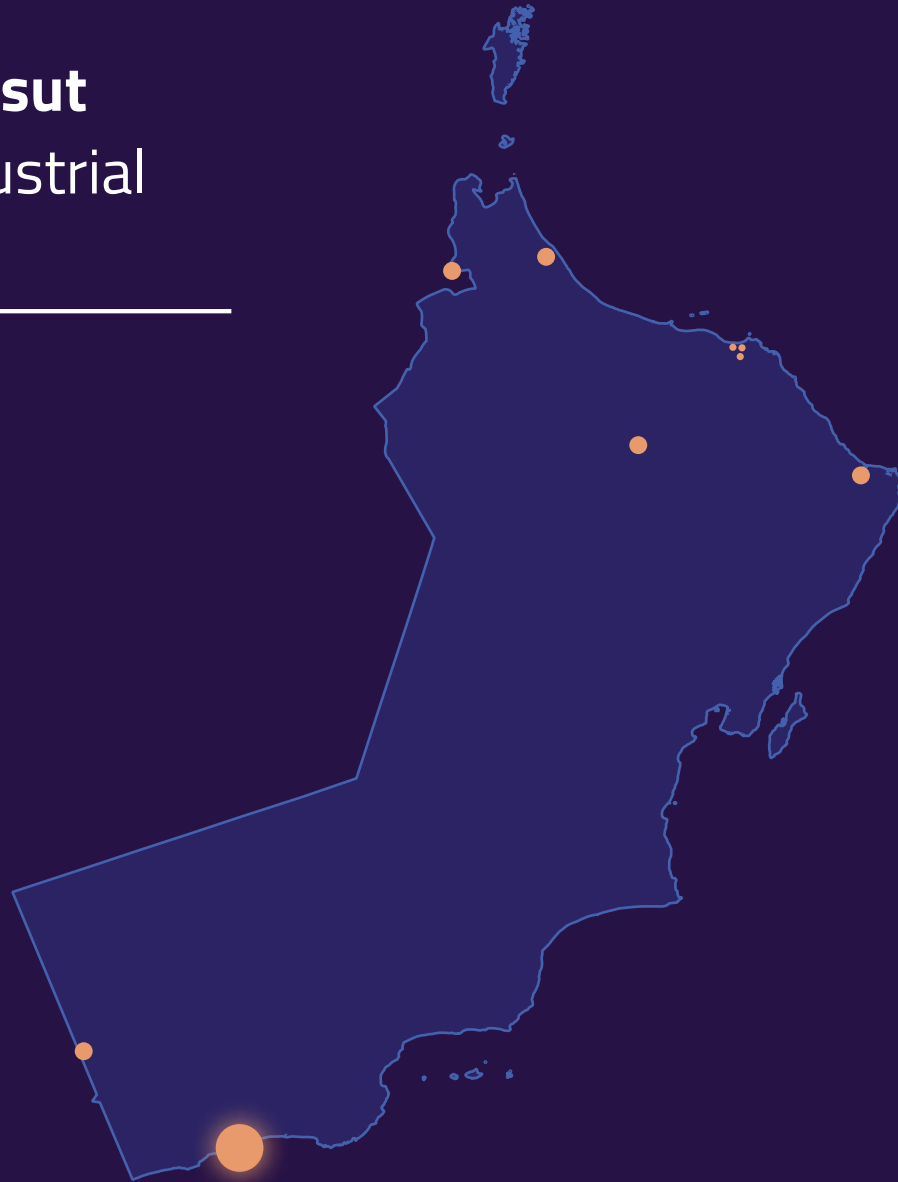
Salalah Port

Distance

4 KM

Raysut Industrial City

1992



Nearest University/ College/ Technical Institute

- Dhofar University
- Salalah College of Technology
- Salalah College of Applied Sciences
- Salalah Vocational College

Major Development Projects

- Re-evaluation of the leased lands which exceed (10,000m2) and assessment of the land utilization by the project.
- Development of phase four in Raysut Industrial City (600,000 square meters).
- Increasing green areas by (2000 m 2) on an annual basis.
- Infrastructure project for the expansion of the industrial city (Raysut 2).
- Establishing an integrated commercial center to serve investors, with the allocation of one-stop-shop services in the facility center.
- Establishing an investment window for government services in Raysut Industrial City.

Major Industries



Stationary



Files



Fish Canning



Plastic Pipes



Frozen Chicken Production



Flour



Manufacturing Steel Iron



Medical Supplies



Fertilizers & Vegetable Oils



Building Materials



Governorate

South Sharqiyah

Wilayat

Sur

Total Area

36,100,000 Square Metres



Nearest Airport

Muscat International Airport

Distance

190 KM



Nearest Port

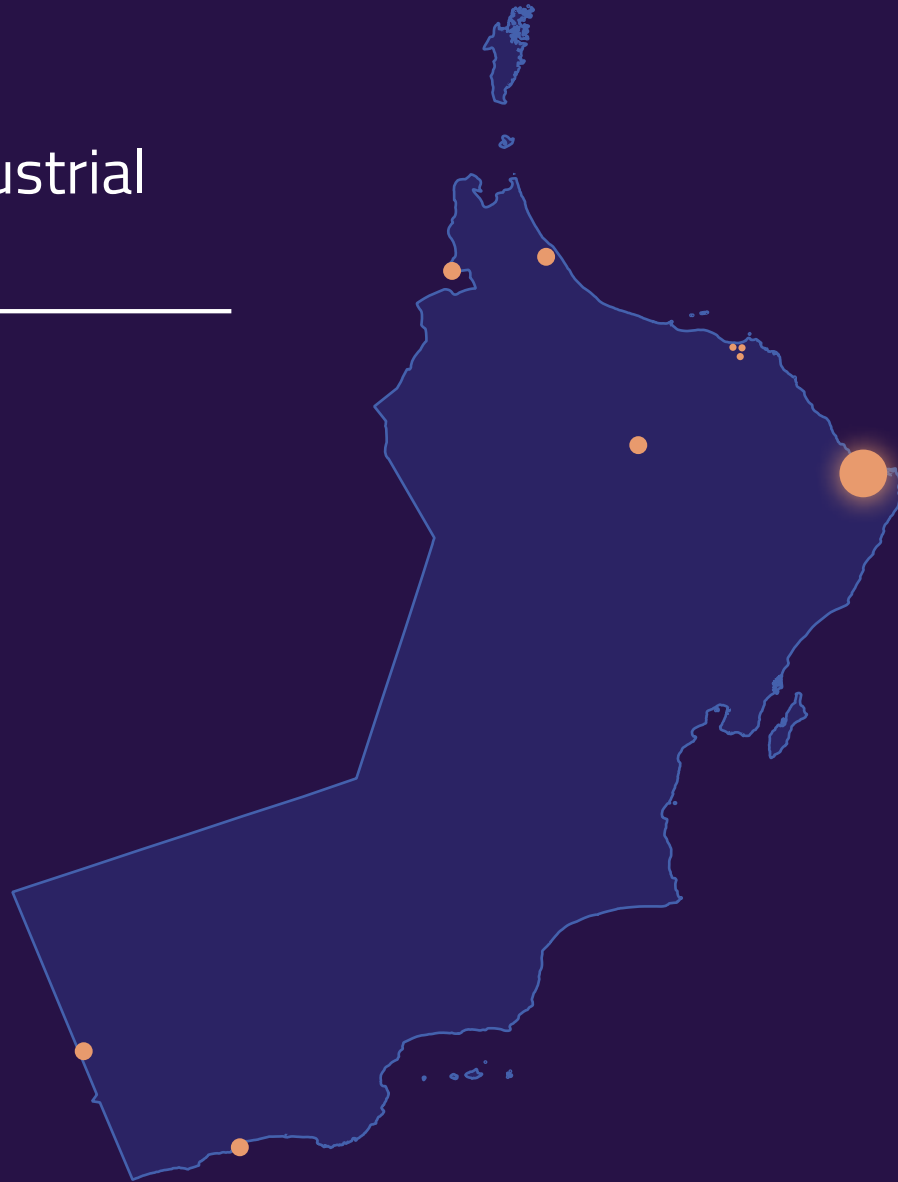
Duqm Port

Distance

525 KM

Sur Industrial City

1998



Nearest University/ College/ Technical Institute

- A'Sharqiyah University
- College of Technology, Ibra
- Sur College of Applied Sciences
- Sur Vocational Training Center

Major Development Projects

- Re-evaluation of the leased lands which exceed (10,000m2) and assessment of the land utilization by the project.
- Maintenance and rehabilitation of fire pumps in the administration building.
- Increasing green areas by (2000 m 2) on an annual basis.
- Development of several sites in phases one and two with an area of 1,270,000m2 (square 5a, square 5d, offices square, commercial square).
- Establishing an integrated commercial center to serve investors, with the allocation of one-stop-shop services in Sur Industrial City (facility center).
- Create an investment window for the government services.
- Establishing a residential city.
- Sur commercial port and construction of the shipyard's infrastructure
- Water treatment plant.
- Sewage treatment plant.

Major Industries



Cement Bricks



Concrete
Production



Miscellaneous Wooden Products
(Carpentry Workshops)



Manufacturing &
Preserving Fish Cans



Bags



Water Purification
& Distribution



Manufacturing
Ceramic & Faience



Governorate

Al Dakhiliyah

Wilayat

Nizwa

Total Area

3,111,295 Square Metres



Nearest Airport

Muscat International Airport

Distance

140 KM



Nearest Port

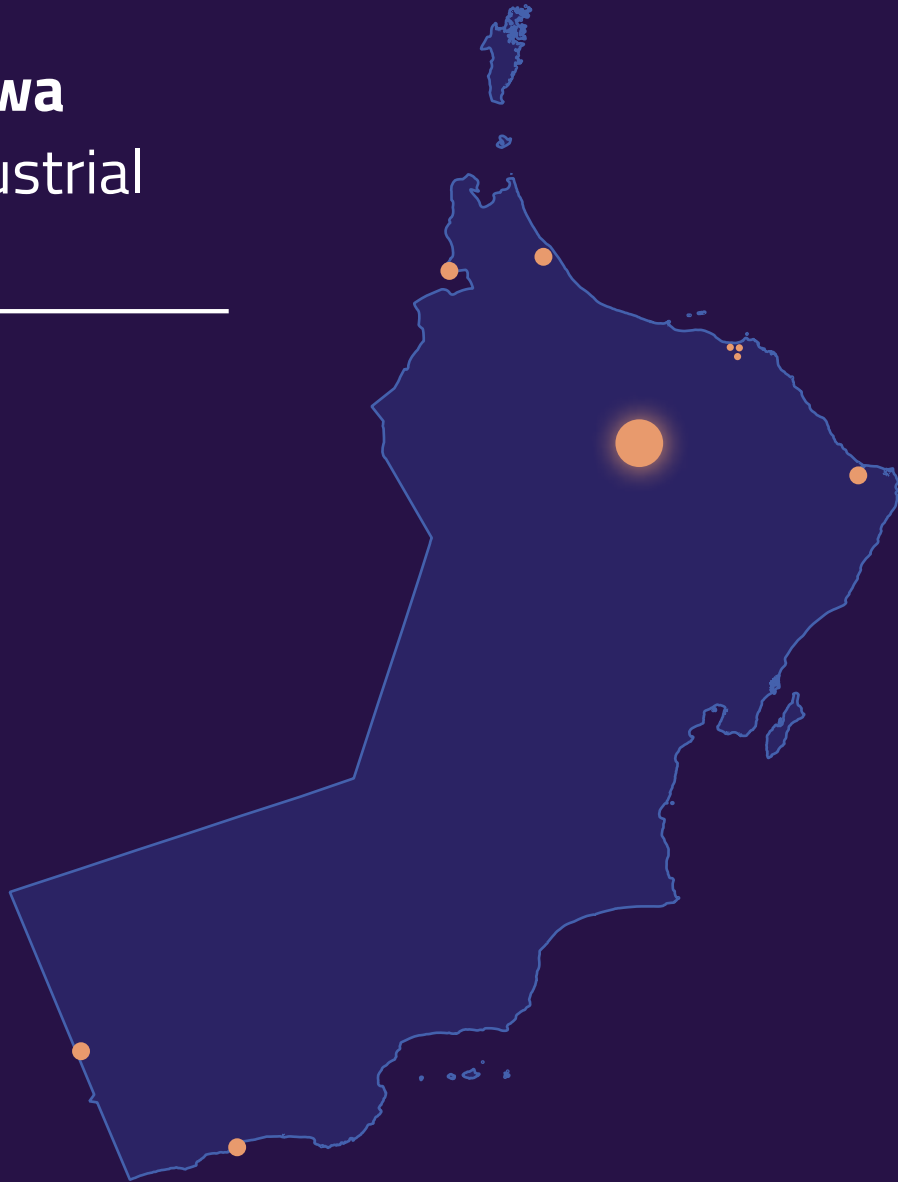
Suhar Industrial Port

Distance

318 KM

Nizwa Industrial City

1994



Nearest University/ College/ Technical Institute

- University of Nizwa
- Nizwa College of Technology
- Nizwa College of Applied Sciences

Major Development Projects

- Re-evaluation of leased lands which exceed (10,000m²) and assessment of the land utilization by the project.
- Increasing green areas by (2000 m²) on an annual basis.
- Development of phase four with an area of 918,00 0 m² and phase three with an area of 1,140,000 m².
- Expansion of the administration building and improvement of the main entrance to the industrial city.
- Establishing an integrated commercial center to serve investors with allocation of one-stop-shop services (facility center) .
- Establishing a residential city .
- Creating an investment window for government services .
- Providing an electronic monitoring system .
- Establishing a center to provide health services and labor check ups .

Major Industries



Services related to
Oil & Gas Extraction



Pipes & Tubes



Ready-Mixed
Concrete



Iron & Steel
Products



Plastic Tubes



Wooden Furniture



Governorate

Al Buraimi

Wilayat

Al Buraimi

Total Area

6,619,064 Square Metres



Nearest Airport

Suhar International Airport

Distance

113 KM



Nearest Port

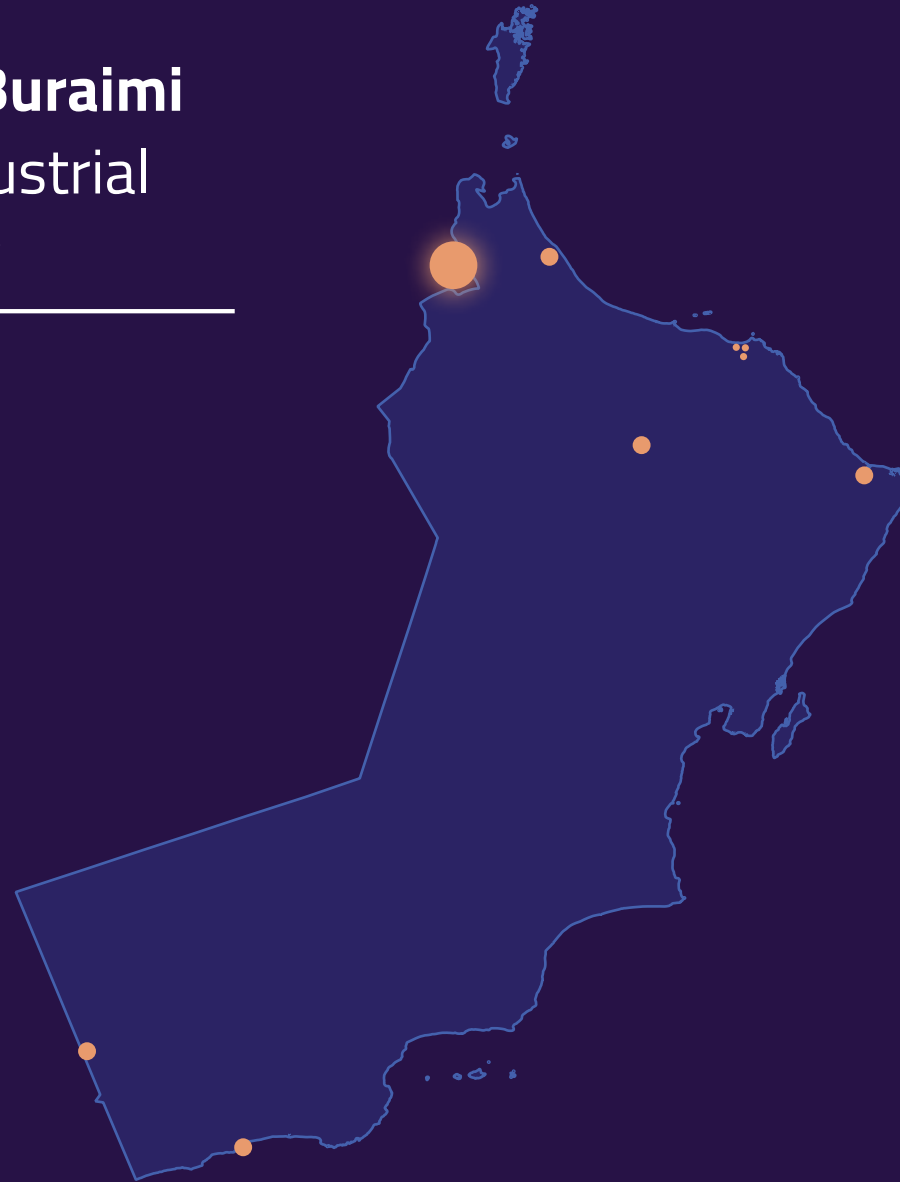
Suhar Industrial Port

Distance

110 KM

Al Buraimi Industrial City

1998



Nearest University/ College/ Technical Institute

- Al Buraimi University
- Al Buraimi University College
- Al Buraimi Vocational Training Center

Major Development Projects

- Re-evaluation of leased lands which exceed (10,000m2) and assessment of the land utilization by the project.
- Increasing green areas by (2000 m 2) on an annual basis.
- Expanding the administration building in the industrial city.
- Development of 300 thousand square meters.
- Improving rainwater outlets .
- Installing electronic surveillance system.
- Establishing an investment window for government services .
- Completion of infrastructure in phase two and development of sewage water line .
- Construction of a sewage plant (capacity 4000 m3) .
- Maintenance of streets and entrance to the industrial city, and construction of fences

Major Industries



Grain Production



Cement Tiles &
Mosaics of all type



Manufacture & Installation of
metal products



Paints Industry



Lubricating Oil
Industry



Manufacture of Plastics
in their Primary Form



Plastic Pipes
Industry



Cement Bricks
Industry



Ready-Mixed
Concrete



Governorate

Al Dakhiliyah

Wilayat

Samail

Total Area

7,674,457 Square Metres



Nearest Airport

Muscat International Airport

Distance

50 KM



Nearest Port

Suhar Industrial Port

Distance

292 KM

Samail Industrial City

2014



Nearest University/ College/ Technical Institute

- Sultan Qaboos university
- University of Nizwa
- Nizwa College of Applied Sciences

Major Development Projects

- Re-evaluation of leased lands which exceed (10,000m2) and assessment of the land utilization by the project.
- Increasing green areas by (2000 m 2) on an annual basis.
- Evaluation of the industrial city's master plan.
- Completion of infrastructure construction .
- Establishing a center for health services and checkups.
- Establishing a new administration building .
- Establishing an integrated commercial center to serve investors with allocation of one-stop-shop services (facility center) .
- Establishing a residential city.

Major Industries



Cement Bricks
Industry



Metal Products
Industry



Manufacture of
Marble Products



Ready-Mixed
Concrete



Governorate

Muscat

Wilayat

Seeb

Total Area

778,602 Square Metres



Nearest Airport

Muscat International Airport

Distance

20 KM



Nearest Port

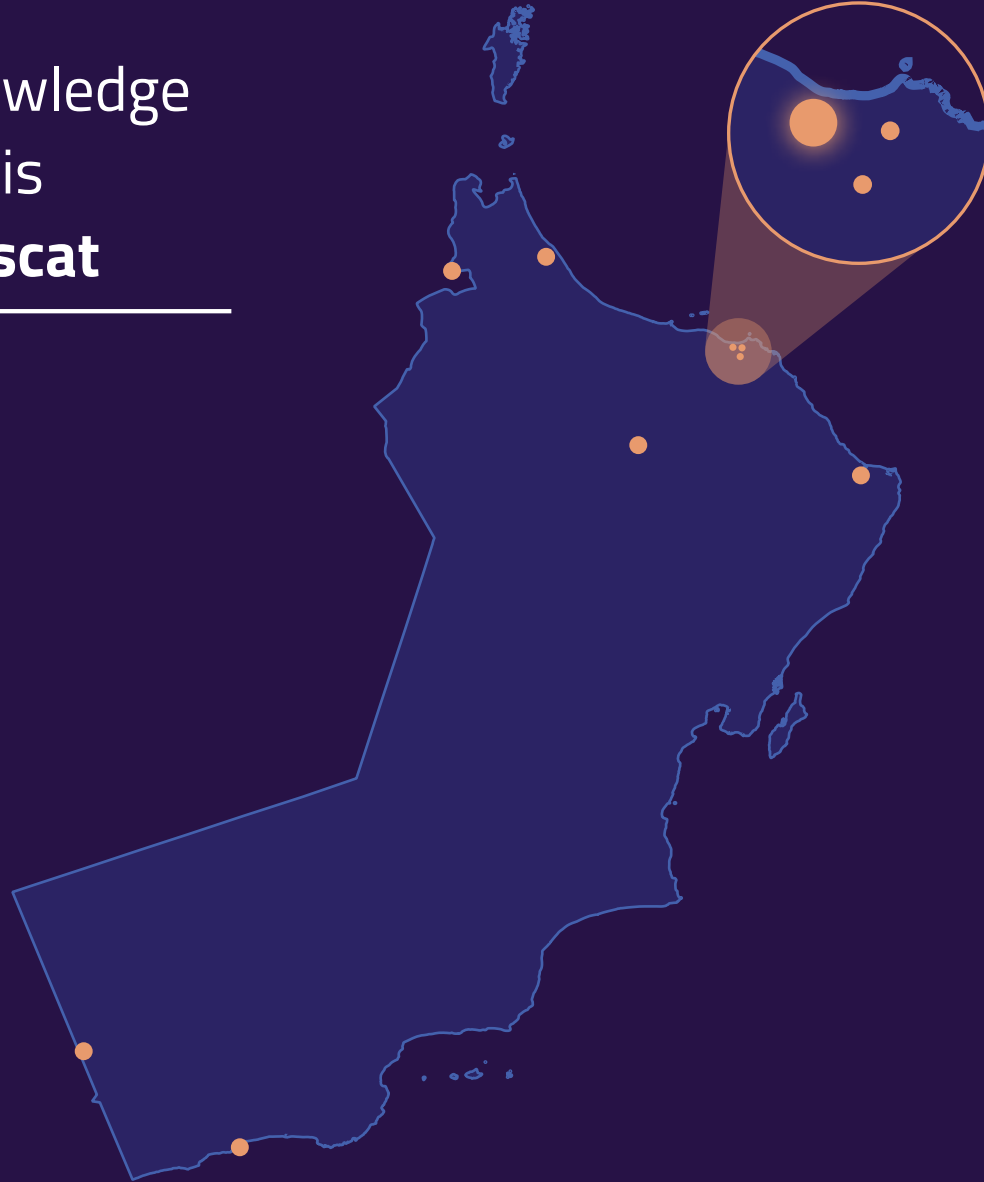
Suhar Industrial Port

Distance

218 KM

Knowledge Oasis Muscat

2003



Nearest University/ College/ Technical Institute

- Sultan Qaboos University
- Higher College of Technology
- Waljat College of Applied Sciences
- Middle East College.
- Seeb Vocational Training Center .

Major Development Projects

- Development of buildings area at the Knowledge Oasis Muscat
- Use of smart lighting in the streets of KOM to reduce consumption.
- Construction of the fifth and sixth buildings in KOM
- Re-evaluation of leased lands which exceed (10,000m2) and assessment of the land utilization by the project.
- Consulting study to completely update the masterplan.
- Implementation of multi-storey parking building
- Establishing a separate building for the main office .

Major Industries



Networking



Computer Retail & Services



Software Development



Data Management & Analysis



Business Management & Operations



Governorate

Dhofar

Wilayat

Al Mazyunah

Total Area

15,362,305 Square Metres



Nearest Airport

Salalah International Airport

Distance

280 KM



Nearest Port

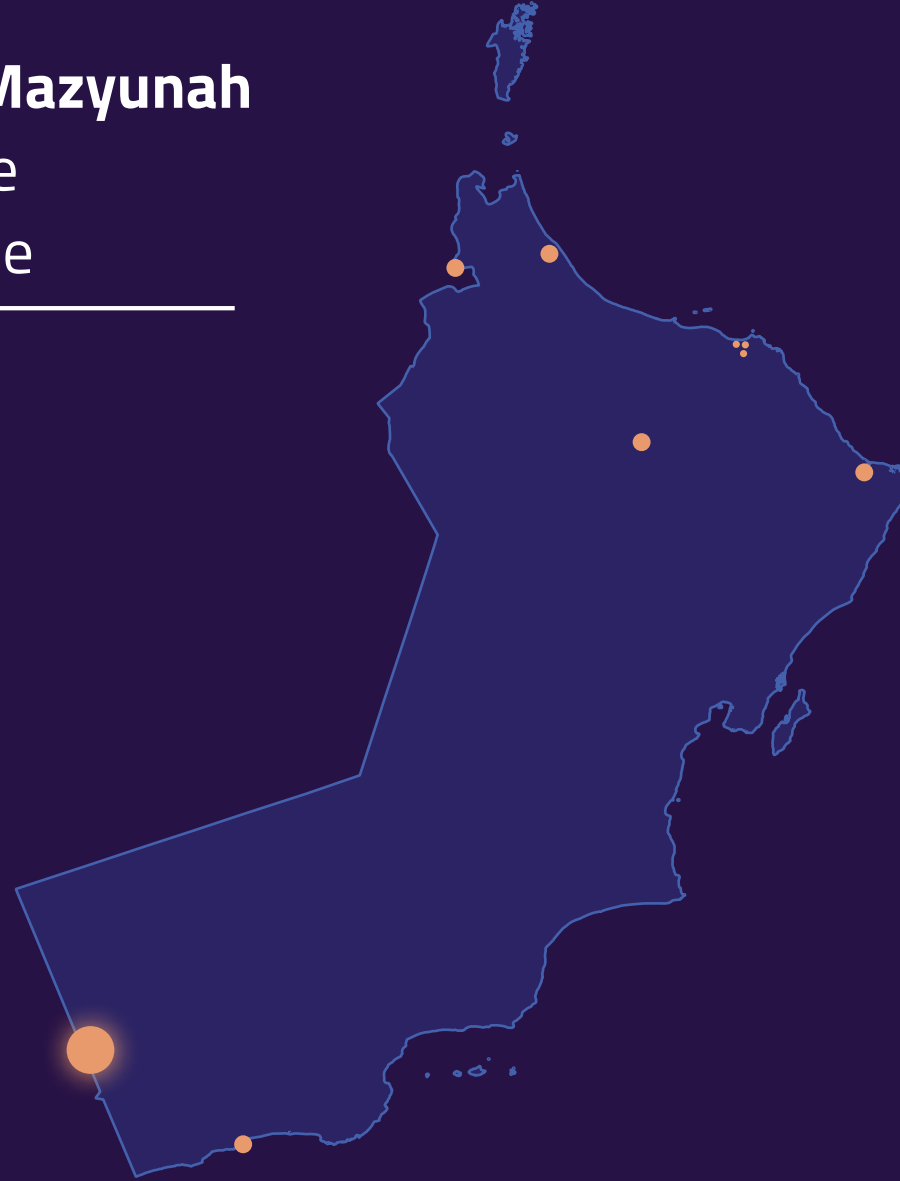
Salalah Port

Distance

260 KM

Al Mazyunah Free Zone

1999



Nearest University/ College/ Technical Institute

- Dhofar University
- Salalah College of Technology
- Salalah College of Applied Sciences
- Salalah Vocational College

Major Development Projects

- Re-evaluation assessment of leased lands which exceed (10,000m²) and assessment of the land utilization by the project.
- Increasing green areas by (2000 m²) on an annual basis.
- Development project (phase one (the second package) and phase two in addition to roads) RC, RA2) in phase 3).
- Rehabilitation of the current administration building.
- Establishing an integrated commercial center to serve investors with allocation of one- stop-shop services (facility center).
- Establishing support services center (cargo handling, packing, packaging, transportation, storage)
- Establishing a residential city.
- Establishing an investment window for government services.
- Establishment of sewage plant.

Major Industries



Retail sale in specialized stores
(Building Materials, Food Items etc)



Cement Block industries,
Household Utensils, Plastics etc



Selling used
vehicles



Export & Import
Vehicles



Goods Warehouses

@madaynoman



madayn.om

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