

مدائن madayn



التقرير السنوي
2025 Annual Report

Madayn 2025
A Journey of Achievement...
A Vision Shaping the Future

Chairman's Message

Chief Executive Officer's Message

Definitions and Terminology

01

Overview of Madayn

Madayn Vision Update
Madayn: From Establishment to Industrial Empowerment (1993–2025)
Institutional Culture Initiatives

03

A Review of Key Indicators... Sustained Growth and Tangible Impact

Investment Volume: Stable Growth Reinforcing Investor Confidence
Investment Projects: Continuous Growth and Expansion of Activities
Investment Land: Efficient Utilization and Expansion Opportunities
Permits and Licenses: Growing Operational Activity
Investment Activity in Al Mazunah Free Zone
Growth of Industrial and Logistics Activities in Industrial Cities

05

Future Horizons: Innovation Powering Growth, Digitalization Driving Excellence

Industrial Innovation Academy – Transforming Innovation into Economic Impact
Institutional Excellence and Digital Transformation – Digitalization Enhancing Efficiency and Decision Quality
Technology Enablement – Advancing Platforms, Services, and Governance
Document Governance and Enhancing Institutional Efficiency
Investor Services: An Agile and Investor-Friendly Portal
Compliance and Legal Governance: The Cornerstones of a Reliable Investment Environment

07

Human Capital – The Foundation of Institutional Sustainability

Enhancing Institutional Culture and Developing Job Performance
Training and Capacity Building
Health, Safety, and Environment: Regulatory Indicators Supporting a Safe Work Environment

09

Success Stories of Companies within Madayn

Investment Map of Cities Operating Under Madayn's Umbrella
Together in the Journey of Success: A Word of Appreciation to Investors, Partners, and Employees

02

Infrastructure Development and Enhancement of the Readiness of Industrial Cities

Implementation Efficiency and Infrastructure Development
Digital Transformation and Artificial Intelligence
Institutional Governance and Financial Agility
Urban Planning and Engineering Standards
Spatial Expansion and Future Outlook
Projects Under Implementation (A Promising Breakthrough)

04

From Promotion to Investment: Madayn Leading the Global Industrial Landscape

Boundless Investment... Vision 2025 Turned into Reality
Our Marketing Philosophy: Data as the Language of Decision-Making
International Presence: Madayn at the Heart of the Global Map
Our Strategic Projects: Numbers Reflecting Efficiency
The Language of Numbers: When Achievements Speak Volumes
The Investor Journey: A Digital and Interactive Experience
Madayn and the Community: A Partnership Beyond Industry

06

International Cooperation – Attracting Investments and Building Partnerships

Delegation of the Federation of Egyptian Industries: Cooperation and Investment Opportunities
Brazilian Trade Delegation: International Cooperation and Investment Opportunities
Al Mazunah Economic Exhibition and Forum: Investment Opportunities and Incentives

08

Madayn Across Geographies... Expanding Footprint, Strengthening Economic Impact

Existing Industrial Cities
Industrial Cities Under Construction
Technology Cities
Free Zones

Madayn 2025



A Journey of Achievement... A Vision Shaping the Future

In 2025, Madayn continues to build on a well-established institutional journey, advancing the development of industrial cities and reinforcing their position as vital platforms for driving industrial growth and economic development in the Sultanate of Oman. This Report offers a concise yet insightful overview of Madayn's progress over the year, highlighting its core activities and priorities in shaping a resilient and integrated industrial ecosystem capable of adapting to evolving economic and development dynamics.

At the heart of this publication lies a forward-looking vision, one that positions Industrial Cities as catalysts for economic diversification, enablers of high-value investment, and hubs where infrastructure, services, and institutional set-up converge. Through this approach, Madayn continues to strengthen its role as the authority responsible for planning, developing, and managing a diverse network of industrial cities, technology cities, and free zones across all the Sultanate's governorates.

The publication reflects Madayn's commitment to enhancing the readiness of its industrial cities, improving the ecosystem of services provided to investors, and reinforcing governance and compliance practices. It also underscores its focus on advancing digital transformation and developing human capital, ensuring sustainable performance and operational efficiency over the long term.

This Report is aligned with the objectives of Oman Vision 2040, particularly those related to the development of governorates, strengthening the competitiveness of the industrial sector, enabling investment, and advancing infrastructure. It serves as a key reference documenting Madayn's journey throughout 2025, while providing a clear and comprehensive view of its role and contributions to national development.

Chairman's Message



The Public Establishment for Industrial Estates (Madayn) Annual Report 2025 is presented at a pivotal stage in the Sultanate of Oman's development journey. Under the wise leadership of His Majesty Sultan Haitham bin Tariq – May Allah Protect Him – the Sultanate continues to advance its ambitious development agenda, supported by visionary directives that foster economic diversification and sustainable growth across all governorates of the Sultanate.

Throughout 2025, Madayn continued to strengthen its position as a key enabler of Oman's national economic development. The Industrial Cities played an increasingly important role in enhancing the competitiveness of the investment landscape and supporting the achievement of the objectives of Oman Vision 2040. This was driven by sustained efforts to attract value-added investments, promote the localization of industrial activities, generate employment opportunities, and maximize local content. The results achieved during the year underscore the significant progress made by Madayn. By the end of 2025, the cumulative committed investment across its Industrial Cities had reached approximately OMR 7.9 billion, representing a growth of 3.3%. In addition, 300 new investment agreements were signed, reflecting investors' continued confidence in the attractive investment environment fostered by Madayn. This confidence is underpinned by the readiness and integration of its infrastructure, the availability of high-quality support services, and an economic ecosystem founded on innovation, sustainability, and value-added.

As part of its commitment to balanced development, the Public Establishment for Industrial Estates (Madayn) continued to drive economic growth across the Sultanate's governorates by enabling industrial, commercial, and logistics projects, enhancing the business environment, and expanding the range of services offered to investors. At the same time, Madayn accelerated digital transformation initiatives and further developed its service centers to improve operational efficiency, streamline procedures, and foster entrepreneurship.

Madayn also placed strong emphasis on developing national talent and increasing Omanization rates, recognizing that Omani human capital is the cornerstone of sustainable development. The Industrial Cities recorded notable growth in the number of Omani employees, reflecting the effectiveness of policies aimed at employment generation, skills development, and capacity building.

In line with its commitment to environmental sustainability, 2025 also witnessed further progress in strengthening environmental compliance, enhancing service quality, and advancing institutional and regulatory frameworks. These efforts support the Sultanate's transition towards a green economy while ensuring a balanced approach to economic growth and the responsible stewardship of resources.

The achievements realized over the past year are the result of a strong institutional approach and close collaboration among government entities, private-sector stakeholders, and strategic partners. Together, these efforts have further reinforced Madayn's position as one of the Sultanate's leading drivers of economic development and investment.

Finally, we look forward to building on the progress achieved to date, further strengthening the role of Madayn's Industrial Cities in supporting the national economy and advancing the development of the Sultanate's governorates, while reinforcing the Sultanate of Oman's position as a competitive destination for investment and industry at both the regional and international levels. I would like to take the opportunity to extend my sincere appreciation and gratitude to all our partners, investors, and business leaders for their continued trust and for choosing Madayn's Industrial Cities as the base for their business activities. My heartfelt thanks also go to the members of the Board of Directors, the Chief Executive Officer, and all Madayn employees, whose dedication and unwavering commitment have been instrumental in achieving these accomplishments and delivering another year of strong performance.

Qais bin Mohammed Al-Yousef
Chairman of the Board of Directors

CEOs Message



Dear Readers,

It is my pleasure to present Madayn's Annual Report for 2025, a documentation of a year marked by institutional transformation and the establishment of solid foundations from which we move toward a more mature and clearly defined phase. 2025 has been dedicated to embedding an institutional approach grounded in measurable planning, governance, innovation, and the delivery of tangible value added to the national economy, investors, and society.

Throughout this year, we have worked to reinforce Madayn's strategic direction in alignment with the objectives of Oman Vision 2040, reflecting our role as an economic enabler, developing integrated business cities and enhancing the competitiveness of industrial investment. Madayn's updated vision has been converted into a clear implementation pathway through the phased plan (2026–2030), supported by projects and performance indicators that are measured and monitored to ensure that development is linked to tangible economic, social, and environmental impact.

With regard to development and operations, we have focused on strengthening the readiness of industrial cities through the delivery of key infrastructure and service projects, alongside enhancing asset management practices in line with best practices to ensure sustainable operations and optimal utilization. We also continued advancing our investment in geospatial technologies and the digital transformation of industrial cities, improving data precision, enabling faster and more informed decision-making, and driving greater operational efficiency, thereby laying the foundations for smarter and more sustainable cities.

On the investment front, 2025 further reinforced Madayn's position as a trusted industrial destination, with total cumulative investments in Madayn's cities reaching approximately OMR 7.9 billion, reflecting a 3% increase compared to the previous year. The total number of active investment contracts stood at nearly 2,700, including more than 300 new investment contracts signed during the year.

On the spatial development front, developed land area expanded to approximately 62 million square meters, while leased land reached around 37.1 million square meters. This progress is aligned with a cumulative target of 45 million square meters by 2030, driven by growing demand for fully serviced land and improved occupancy rates across industrial cities.

In terms of investor experience, 2025 marked a notable advancement in service delivery and the overall investment journey. Efforts focused on enhancing the efficiency of operational channels, strengthening continuous measurement of beneficiary satisfaction, and expanding digital services, resulting in more streamlined processes and greater clarity in requirements. These developments reflect our ongoing commitment to positioning Madayn as a flexible and highly attractive business environment. To strengthen trust and promote sustainability, we continued to advance our compliance, legal governance, and risk management frameworks through structured reviews and refinements to procedures and standards. These efforts focused on addressing gaps, enhancing the quality of contractual data, and preserving the integrity of the investment ecosystem. In parallel, we achieved notable progress in document governance, alongside the adoption of electronic correspondence and digital signatures, driving greater efficiency, reducing paper dependency, and safeguarding institutional knowledge in accordance with recognized standards.

Acknowledging that people are at the core of institutional success, we intensified our focus on human capital by expanding capability-building initiatives, reinforcing institutional culture, and elevating the employee experience. This was further supported by sustained attention to health, safety, and environment as essential pillars of industrial cities. Our commitment to social responsibility was also reflected in a series of health, environmental, and empowerment initiatives, reaffirming our vision of industrial development that integrates quality of life with meaningful social impact.

All of this is delivered within Madayn's expanding system, which continues to grow geographically through a network of industrial cities, technology cities, and free zones, supporting balanced regional development and bringing opportunities closer to communities across the governorates. The success stories of companies and projects within Madayn remain the most compelling testament to the effectiveness of the ecosystem we are building, one that fosters quality investment, encourages innovation, and generates tangible local value added.

In closing, I would like to express my sincere gratitude to all Madayn teams, along with our partners, investors, and all stakeholders who contributed to achieving this year's goals. Looking ahead, our priorities are clearly defined: to convert our plans into tangible outcomes, accelerate digital integration, strengthen the competitiveness of our industrial cities, and firmly embed sustainability into our business approach, progressing toward "business cities that meet global standards and offer a sustainable, attractive ecosystem for investment".

With sincere appreciation,

Eng. Dawood bin Salim al Hadabi

Chief Executive Officer

Definitions and Terminology

Investment Volume

The total capital cost of establishing a project, including all expenses related to site preparation, buildings, facilities, production lines, and all fixed assets associated with the investment required to complete construction and commence operations.

Industrial Investment

Investment engaged in industrial activities involving the manufacturing or re-manufacturing of goods, including processes that alter the characteristics of products entering the production line.

Logistics Investment

Investment engaged in logistics activities, including warehousing, accommodation, transportation, freight services, loading and unloading, and shipping.

Total Area

The total area, in square meters, including both developed and undeveloped land across all cities under Madayn.

Leased Area

The area that has been leased for (industrial, service, commercial, etc.) investment purposes within the cities.

Vacant Area

The remaining unleased portion of the leasable area

Investment Opportunities

All available investment avenues that can be utilized for capital deployment, whether in the short or long term.

Paid-up (Share) Capital

The total share capital fully paid by investors and officially registered in the commercial register.

Commercial Investment

Investment engaged in commercial activities related to the import, re-export, and trading of goods within the city, including handling and redistribution without altering their original characteristics.

Real Estate and Residential Investment

Investment engaged in activities related to the construction, operation, management, and leasing of industrial, residential, commercial, and logistics buildings within the city.

Total Developed Area

Areas equipped with infrastructure, including roads, electricity, water, sewage, and gas services.

Leasable Area

The total area of the city after deducting areas allocated for roads, utilities, wadi channels, and buffer zones.

Permits

The permits required to initiate investment activities in Madayn's cities, as well as any additional permits requested by investors to conduct operations within the city.

Work Force

The total number of employees, both national and expatriate, male and female, employed by investors within Madayn's cities.

Service Investment

Investment engaged in the provision of public, private, and advisory services, as well as administrative and other services required to support investors' operations within the city.

Technology Investment

Investment engaged in activities related to software, telecommunications, and information technology, excluding the manufacturing of hardware and equipment.

Total Undeveloped Area

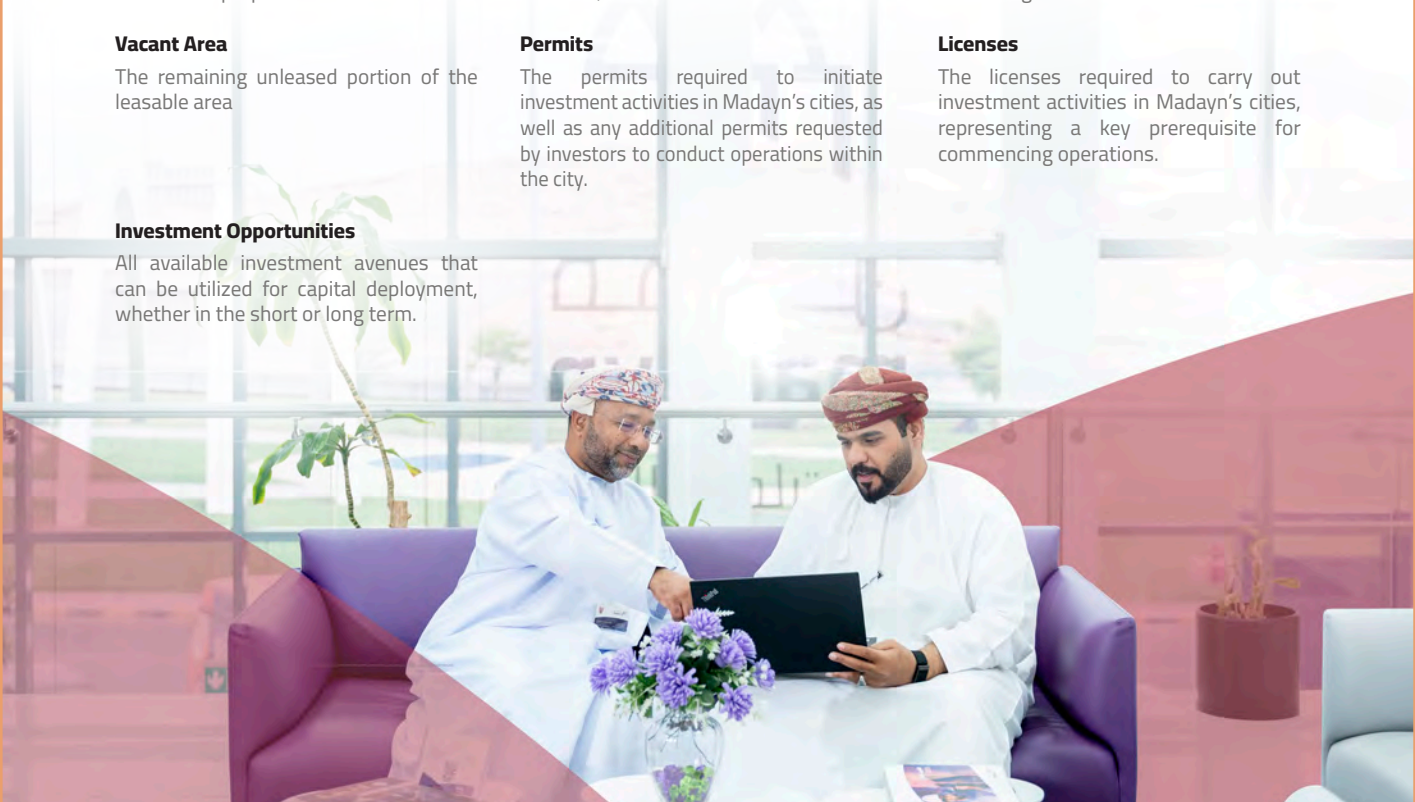
Areas lacking infrastructure, not subdivided, and not ready for leasing.

Non-leasable Area

Areas designated for public services or those that are not suitable or qualified for leasing.

Licenses

The licenses required to carry out investment activities in Madayn's cities, representing a key prerequisite for commencing operations.



A man with a beard and safety glasses, wearing a blue hard hat with 'CIVIL' and '12' on it, is sitting on a construction site. He is wearing a dark blue patterned shirt and orange safety boots. The background is a blurred construction site with a large orange '01' graphic overlay on the left side.

01

Overview of Madayn

First: Madayn Vision Update

A Strategic Roadmap Toward Sustainable and Investment-Ready Business Cities

Amid accelerating national transformations and in alignment with the objectives of Oman Vision 2040, Madayn witnessed a pivotal milestone in its institutional journey during 2023, marked by the transfer of its affiliation to the Public Authority for Special Economic Zones and Free Zones. This transition served as a breakthrough for redefining Madayn's strategic role and updating its vision to become more integrated, agile, and forward-looking in capturing sustainable growth opportunities.



Rationale for Updating the Vision, Clear Strategic Drivers

The update of **Madayn Vision 2040** was driven by the institutional transformation associated with this transition, and the resulting need to redefine roles and sharpen mandates. This was undertaken with the aim of:

01 Enhancing institutional efficiency by clearly defining roles and responsibilities and minimizing overlap

02 Ensuring alignment with the evolving priorities and objectives of Oman Vision 2040.

03 Strengthening institutional integration and partnerships with the Public Authority for Special Economic Zones and Free Zones.

04 Establishing a clear future pathway through 2040, supported by measurable and trackable performance indicators.



Vision Update Methodology

Madayn adopted a structured and collaborative approach to updating its vision and plans, implemented through four key phases:

Phase One: Developing the Initial Draft of Madayn Vision Update

2040

This phase included:

Aligning Madayn's role with the priorities of Oman Vision 2040.

Defining Madayn's positioning within the pillars of a competitive economy and a sustainable environment.

Formulating the vision, mission, and core institutional values.

Conducting an analysis of the internal and external environment.

Engaging employees by circulating the draft document, collecting and analyzing feedback.

Output

An initial document outlining strategic directions and targeted programs and indicators.

Phase Two: Alignment with the Public Authority for Special Economic Zones and Free Zones

This phase focused on:

Ensuring alignment of the strategic vision and overall direction.

Identifying areas of integration and future partnership.

Output

Approval of the final version of Madayn Vision 2040.



Approval of the final version of Madayn Vision 2040.

This phase included:

Reviewing the previous phased plan (2021–2025), evaluating performance, and identifying key gaps.

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Adopting an integrated methodology that encompassed current state analysis, the application of strategic assessment tools, and the facilitation of a strategic roadmap workshop to review programs, projects, and performance indicators, alongside the design of KPIs and project scorecards to ensure measurability and effective monitoring.

Output

The final document of the 2026–2030 phased plan.



Phase Four: Approval and Implementation

The plan was formally approved as an executive reference framework, with direct alignment to the Vision's objectives through 2040.



Vision, Mission and Values



Vision

World-class business cities that are sustainable and attractive to investment.

Mission

To develop and build integrated business cities that are responsive to change and contribute to comprehensive and sustainable economic and social development.

Values

- Transparency
- Quality
- Innovation
- Integrity
- Efficiency
- Sustainability

Strategic Pillars of Oman Vision 2040

Oman Vision 2040 focuses on two key pillars:

- A competitive economy
- A sustainable environment

The Vision targets several national priorities, such as:

- Sustainable development of governorates and cities
- The private sector, investment and international cooperation
- Economic diversification and fiscal sustainability
- The labor market and employment
- Natural resources and environmental sustainability
- Leadership and economic management.



Madayn's Strategic Directions

Development and Operation

Establish integrated business cities that contribute to economic diversification in partnership with the private sector.

Institutional Excellence

Build a high-performing institutional ecosystem grounded in sound governance, human capital development, and the enhancement of administrative and digital systems.

Environmental Stewardship

Develop sustainable business cities that support environmental protection, enhance energy efficiency, and adopt renewable energy sources.

Key Indicators for Measuring Strategic Direction

Among the key strategic indicators used to measure successful implementation are:

01

Growth in private sector investment, exports, and revenues within industrial cities.

02

Growth in serviced land areas and occupancy rates.

03

Levels of beneficiary satisfaction and average process completion time.

04

Percentage of digitalized services and the level of integration and connectivity with priority entities.

05

Omanization rates and workforce growth.

06

Local content, value added, and support for small and medium-sized enterprises.

07

Excellence and compliance indicators.

08

Smart transformation indicators.

09

Environmental Sustainability Indicators.



Key Institutional Programs

The programs are structured across several key areas, including:

Development and improvement of industrial cities.

Stimulating and attracting investments.

Enhancing the competitiveness of industrial cities.

Improving the investor journey and service quality.

Supporting small and medium-sized enterprises.

Institutional excellence and digital transformation.

Governance, compliance, and risk management.

Environmental sustainability, energy efficiency, and circular economy.

Continuous measurement of economic impact and performance management.



Roadmap to 2040

The Phased Plan (2026–2030) represents the first executive framework of Madayn's journey toward 2040. It encompasses comprehensive development projects across infrastructure, specialized cities, digital transformation, environmental sustainability, and workforce development, aiming to strengthen Madayn's position as a key driver of sustainable economic growth in the Sultanate of Oman



Business Performance Indicators (2026–2030)

Investment

Private Investment in Industrial Cities

Period	Cumulative
2.2	10
OMR billion	OMR billion

Occupancy Growth Rate in Industrial Cities

Period	Cumulative
9.7%	45.2%

Growth in the Number of Localized Projects

Period	Cumulative
670	3000
Projects	Projects

Workforce

Omani workforce

Period	Cumulative
11,000	33,000
workers	workers

Foreign Workforce

Period	Cumulative
5,000	41,000
workers	workers

Total Workforce

Period	Cumulative
16,000	74,000
workers	workers

Omani Employment Ratio (Omanization Rate)

Period	Cumulative
5%	44%

Development

Leased (Invested) Land Area

Period	Cumulative
10	45
Million m ²	Million m ²

Growth in Served Land Area in Industrial Cities

Period	Cumulative
18	83
Million m ²	Million m ²

Note

These indicators reflect projected business outcomes by the end of 2030 and have been calculated on a cumulative basis to align with the nature of industrial projects, development phases, and operational requirements within Industrial Cities.

Second: From Establishment to Industrial Empowerment (1993–2025)



Madayn had firmly transitioned into a phase of integrated industrial empowerment. Building on a long-standing journey of establishment and capability-building over the past decades, the focus today is on maximizing value added and enhancing the efficiency of industrial cities to drive industrial transformation in support of Oman Vision 2040.

First: The Industrial Cities Journey (From Expansion to Integration)

Madayn's journey reflects a series of strategic phases that have led to industrial enablement and economic integration by 2025:

Establishment Phase (1985–2000):

Laying the first foundation through the creation of the industrial cities and the development of core industrial infrastructure.

Geographical Expansion Phase (2001–2015):

Expanding the network of industrial cities and attracting conventional investments.

Diversification and Enablement Phase (2016–2024):

Launching technology cities and free zones while enhancing service quality.

Building on these phases, Madayn has successfully developed and managed an integrated network of 16 industrial cities, marking its institutional transformation from "an Industrial Cities Developer" to "a Comprehensive Economic Enabler".

Integration and Sustainability Phase (2025):

Connecting cities to global value chains and focusing on specialized and smart industries.



Second: Land Area **(From Expansion to Smart Management)**

In 2025, the focus extended beyond land expansion to encompass efficient utilization and the smart management of industrial land:

Smart Land Management:

The total land area of 168 million square meters was strategically deployed through intelligent occupancy plans targeting high-value-added sectors.

Value Optimization:

Leased land reached approximately 37 million square meters, reflecting a 12% growth compared to the previous year. During 2025, emphasis was placed on improving investment allocation and aligning land use with the nature of industrial activities, ensuring greater integration across supply chains.



Third: Investment and Industry (Quantitative Expansion and Qualitative Transformation)

In 2025, industrial investment experienced a comprehensive transformation, combining quantitative growth with a qualitative shift in the nature of investments. This dual progress reinforced the confidence of both local and international investors and enhanced the overall attractiveness of the investment environment:

Growing Partnerships:

The number of investment contracts increased to 2,694, reflecting the flexibility of the business environment and its strong appeal to investors.

Quality Investments:

Total cumulative investments reached OMR 7.9 billion, marking a 3% increase, an indicator of the quality of investment inflows.

Industrial Sector at the Core:

Industrial projects accounted for 70% of total investments, driven by a strategic focus on manufacturing, technology-driven industries, and food security sectors.



Fourth: Social Impact (Empowerment Beyond Numbers)

Madayn's work is guided by a firm belief that true industrial development is measured by its impact on people and place. In 2025, efforts were focused on strengthening this impact through three key pillars:

Balanced Development:

Enhancing the economic role of industrial cities across various governorates and increasing their contribution to local development.

Local Value Added:

Creating high-quality employment opportunities driven by skills and innovation, thereby contributing to the development of sustainable national capabilities.

Environmental Sustainability:

Developing industrial cities into more sustainable and environmentally responsible working environments.



Third: Institutional Culture Initiatives

In alignment with Madayn Vision 2040 objectives of building a flexible and empowerment-driven establishment,

The Institutional Culture team has worked to foster a stimulating work environment grounded in empowerment and belonging, transparency and communication, as well as innovation and sustainability. This has been achieved through targeted initiatives that integrate digital tools with direct human engagement, contributing to the alignment of employee performance with the Establishment's strategic direction.



First: Strategic Initiatives (Drivers of Change)

01

Wall-mounted Information Board (Institutional Excellence Window)

Description: An interactive internal visual communication platform that showcases Madayn's journey of excellence, highlighting achievements, initiatives, news, updates, and upcoming plans. It enhances transparency, engagement, and employee belonging.

Outcomes: The initiative was fully automated (100%) through the transformation of the form into a fully integrated electronic platform, which was officially launched. The platform received (34) submissions (including suggestions, feedback, and complaints). It also enabled direct responses and electronic follow-up via email, ensuring faster response times and improved employee satisfaction.

02

"Your Voice Matters" Platform (Collaborative Innovation Portal)

Description: An official digital platform designed to enhance a culture of engagement between employees and management through the receipt of suggestions, ideas, and challenges. It supports transparency, continuous improvement, and innovation within the work environment.

Outcomes: The initiative was fully automated (100%) through the transformation of the form into a fully integrated electronic platform, which was officially launched. The platform received (34) submissions (including suggestions, feedback, and complaints). It also enabled direct responses and electronic follow-up via email, ensuring faster response times and improved employee satisfaction.

03

Artificial Intelligence Scenarios (Digital Readiness)

Description: An initiative aimed at strengthening digital readiness through the development and dissemination of practical scenarios demonstrating the application of artificial intelligence tools in daily operations across various departments of the Establishment. This enhances operational efficiency and supports a culture of development and change.

Financial Efficiency: cost saving of 24.5% of the approved budget.

Outcomes: Two specialized workshops were conducted, enabling 73 employees to apply artificial intelligence solutions within the workplace environment.

04

"Dialogue Among Us" Initiative (Pulse of the Establishment)

Description: A direct, one-to-one dialogue initiative designed to assess awareness of institutional culture and identify opportunities for behavioral and functional improvement. It enhances employee belonging and reflects the actual dynamics of the work environment.

Outcomes: A total of 100 employees from various administrative levels were interviewed, resulting in the identification of seven strategic challenges (including flexible working arrangements, specialized training, and empowerment in decision-making). These will be translated into corrective action programs.

Second: Madayn Break-the-Routine Program (Motivation and Engagement)

The program aims to break routine patterns and reinforce a “culture of appreciation” as a core value. It comprises five implementation tracks:

01

Footprint and Impact:

Enhancing morning motivation through inspirational messages at entry points, supported by a periodic impact measurement system

02

Colleague Recognition Badges:

Enhancing morning motivation through inspirational messages at entry points, supported by a periodic impact measurement system

03

Smile Day:

A platform to celebrate employees’ personal and academic achievements (such as honoring graduates), fostering stronger social connections within the workplace

04

Guess Who in the Photo:

An initiative designed to enhance familiarity and interpersonal connections across departments (currently in pilot implementation phase)

05

We Value Your Commitment:

A scheduled future initiative aimed at rewarding continuity and organizational discipline



Third: Shadow Advisor Policy (Knowledge Sustainability)

Description:

An internal developmental model that connects experienced employees with emerging talent through professional mentoring and guidance outside the formal reporting hierarchy. The initiative aims to enhance knowledge transfer, skill development, and performance improvement.

Implementation Status:

The pilot phase was successfully launched for a duration of three months, with the appointment of an accredited advisor and the nomination of talent from the Information Technology and Institutional Excellence departments. Monthly reporting mechanisms have also been initiated to measure professional development progress.



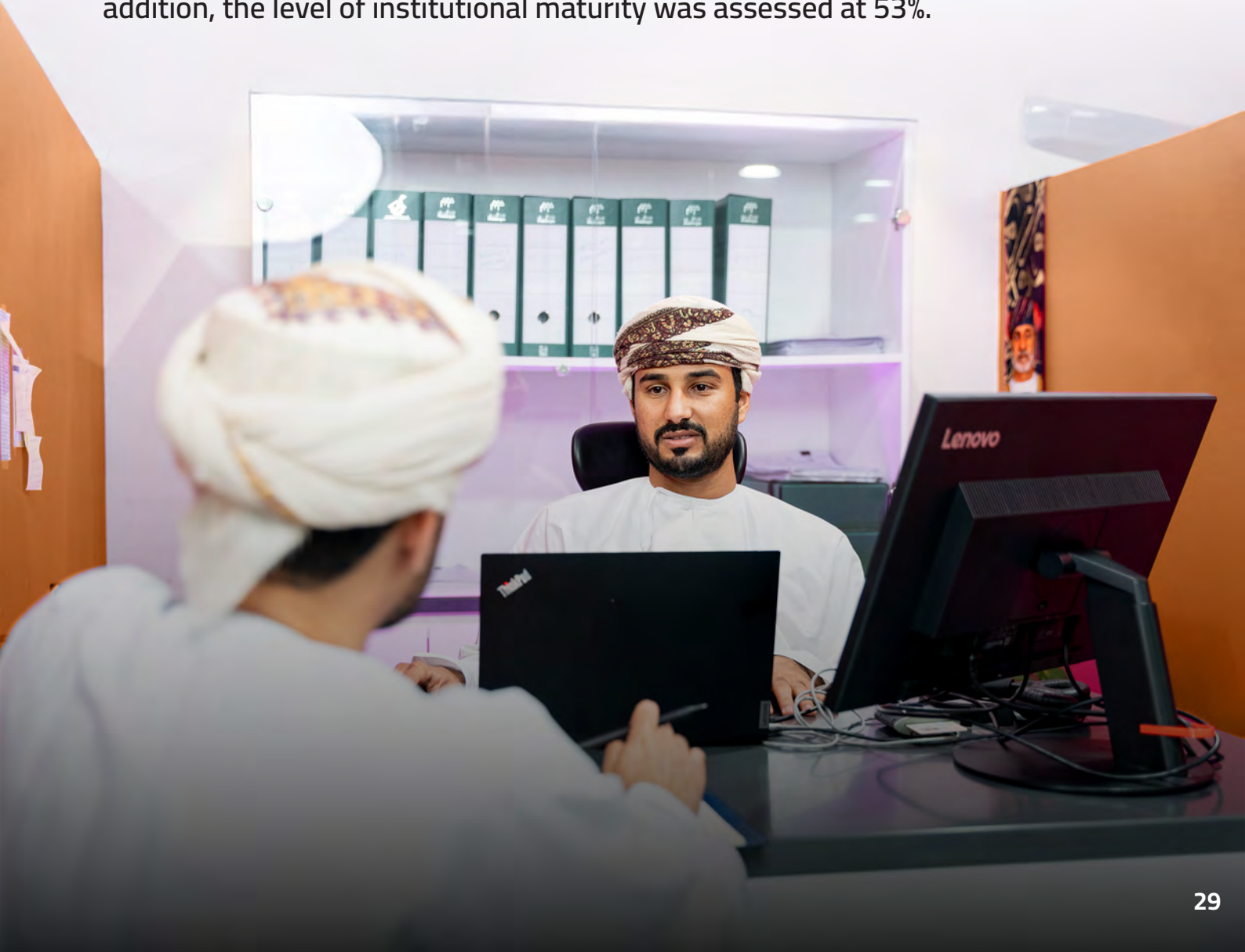
Fourth: Ecological Report (Institutional Maturity Indicators)

Description:

An analysis of the internal environment within Madayn, aimed at identifying gaps, key challenges, and needs, thereby supporting the enhancement of employee experience and the work environment.

Implementation Status:

The initiative was completed at a 100% implementation rate, through the execution of 15 exploratory surveys, the preparation of an employee satisfaction report regarding the internal environment with a 73% satisfaction rate, and a review report on the "Shadow Advisor" policy with a 67% approval rate. In addition, the level of institutional maturity was assessed at 53%.





02

Infrastructure Development

and Enhancement of the
Readiness of Industrial Cities

First: Implementation Efficiency and Infrastructure Development

Throughout 2025, Madayn continued its efforts to strengthen the foundations of industrial development through the implementation and completion of a strategic package of projects across its industrial cities and free zones. These achievements contributed to enhancing the readiness of industrial cities, improving the efficiency of their facilities, and reinforcing the attractiveness of the investment environment in the Sultanate of Oman.

Infrastructure and Utilities Projects:

Completion of infrastructure development works and related activities in Mahas Industrial City, as well as the completion of Phase One of the development of Ibri Industrial City.

Security and Administrative Projects:

Enhancement of the CCTV surveillance system in Al Mazunah Free Zone, along with the development of its office and administrative facilities.

Entrepreneurial Complexes:

Implementation of the Madayn Entrepreneurial Complex in Nizwa Industrial City, and completion of consultancy studies for the complexes in Madha, Suwaiq, Mahas, and Rusayl.

Sustainability and Green Initiatives:

Completion of the Green Belt project in Sur Industrial City to strengthen environmental sustainability, as well as completion of consultancy studies for greenhouse projects in Al Mudhaibi Industrial City and Suwaiq. In addition, solar energy solutions were incorporated into the infrastructure design for road lighting in Ibri Industrial City, as part of the transition toward smart and sustainable cities.

Second: Digital Transformation and Artificial Intelligence

2025 witnessed a qualitative leap in asset digitalization and the deployment of advanced geospatial technologies, as follows:

Drone Survey:

Digitization of 10 industrial cities covering a total area exceeding 200 million m², along with the production of high-precision 3D models and 2D aerial imagery to update geographic information databases.

Geographic Information Systems (GIS) Governance:

Issuance of the latest version of the GIS User Manual, with updated objectives and procedures aligned with modern technologies and outputs from aerial survey projects.

Launch of Version 2 of the “Explore” Platform

Launch of Version 2 of the “Explore” Platform: A platform supporting investment and operations by enabling the visualization, analysis, and management of data related to master plans and infrastructure assets.



Third: Urban Planning and Engineering Standards

Building on the importance of sound planning and execution quality, Madayn continued in 2025 to enhance its urban planning framework and apply engineering standards to ensure operational efficiency and alignment with national requirements:

01

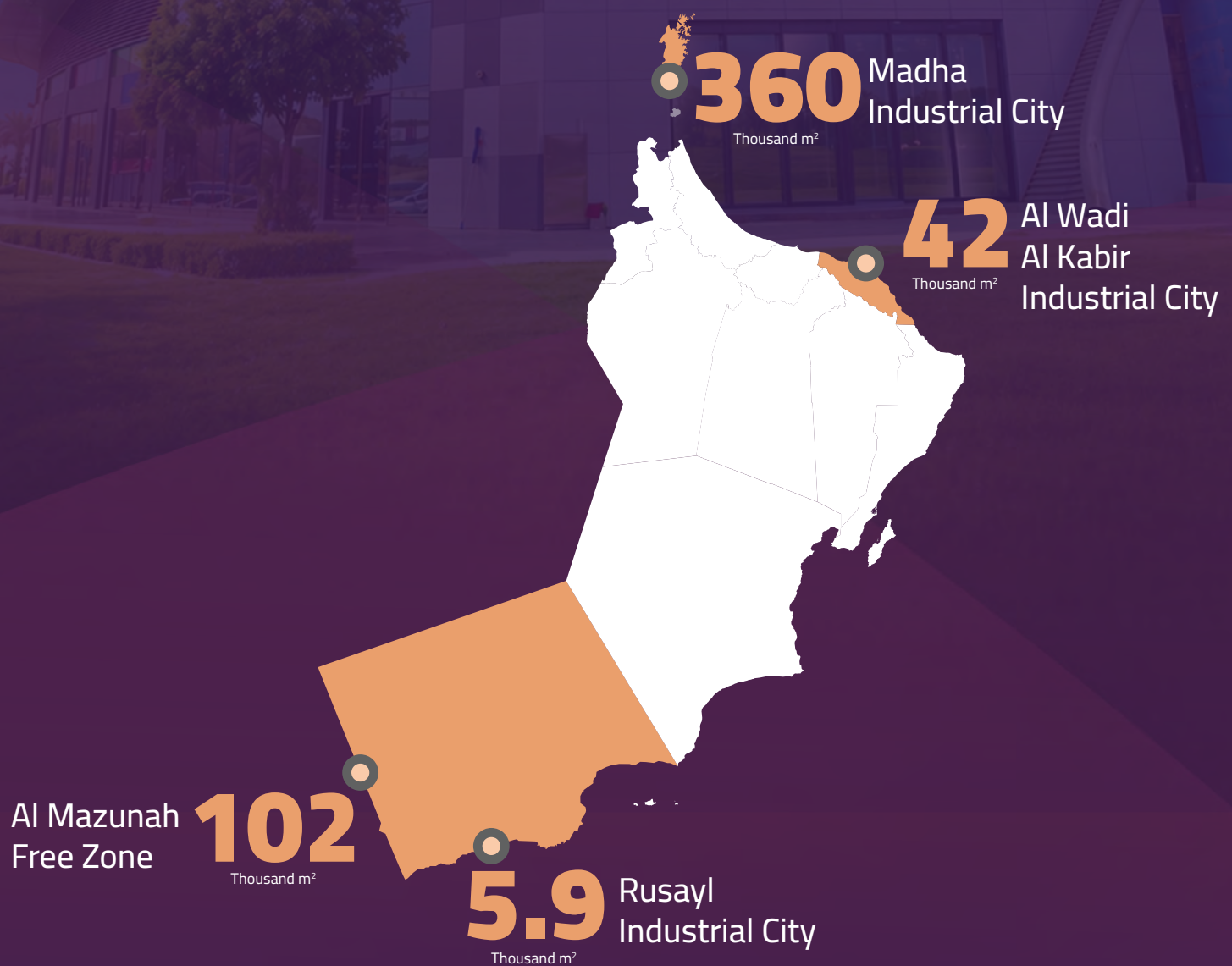
Implementation of the Land Addressing System and uploading and approving data on the Ministry of Housing and Urban Planning Platform.

02

Application of the "EMARA" Design Guidelines to infrastructure projects in Al Mudhaibi Industrial City, Rusayl Industrial City, Sur Industrial City, and Suwaiq Industrial City, alongside leveraging the Notebook LM platform to support technical knowledge transfer and enhance operational efficiency.

Fourth: Spatial Expansion and Future Outlook

In support of industrial expansion and investment attraction, Madayn expanded its industrial land area in 2025 by securing additional land in strategic locations:



Fifth: Projects Under Implementation (A Promising Breakthrough)

Madayn continues to implement a portfolio of strategic projects launched in 2025, forming a key foundation for the next phase of industrial development. The most important of these projects is:

01

Development and rehabilitation of infrastructure, along with the detailed master plan for Al Wadi Al Kabir Industrial City.

02

Assessment and enhancement of existing services in Sohar Industrial City.

03

Implementation of a water transmission line and associated facilities in Raysut Industrial City.

04

Execution of Phase One of infrastructure works in Al Mudhaibi Industrial City.

05

Update of the master plan for Sur Industrial City.

06

Design and supervision of the construction of a marine berth in Sur Industrial City.





03

A Review of Key Indicators

Sustained Growth and
Tangible Impact

The statistical performance of 2025 reflects the maturity of Madayn's investment ecosystem and its transition from a phase of quantitative expansion to maximizing economic impact. Investment and operational indicators recorded balanced growth, supported by the diversity of industrial cities, the breadth of investment sectors, and improved efficiency in land and service utilization.

First: Investment Volume: Steady Growth Reinforcing Investor Confidence

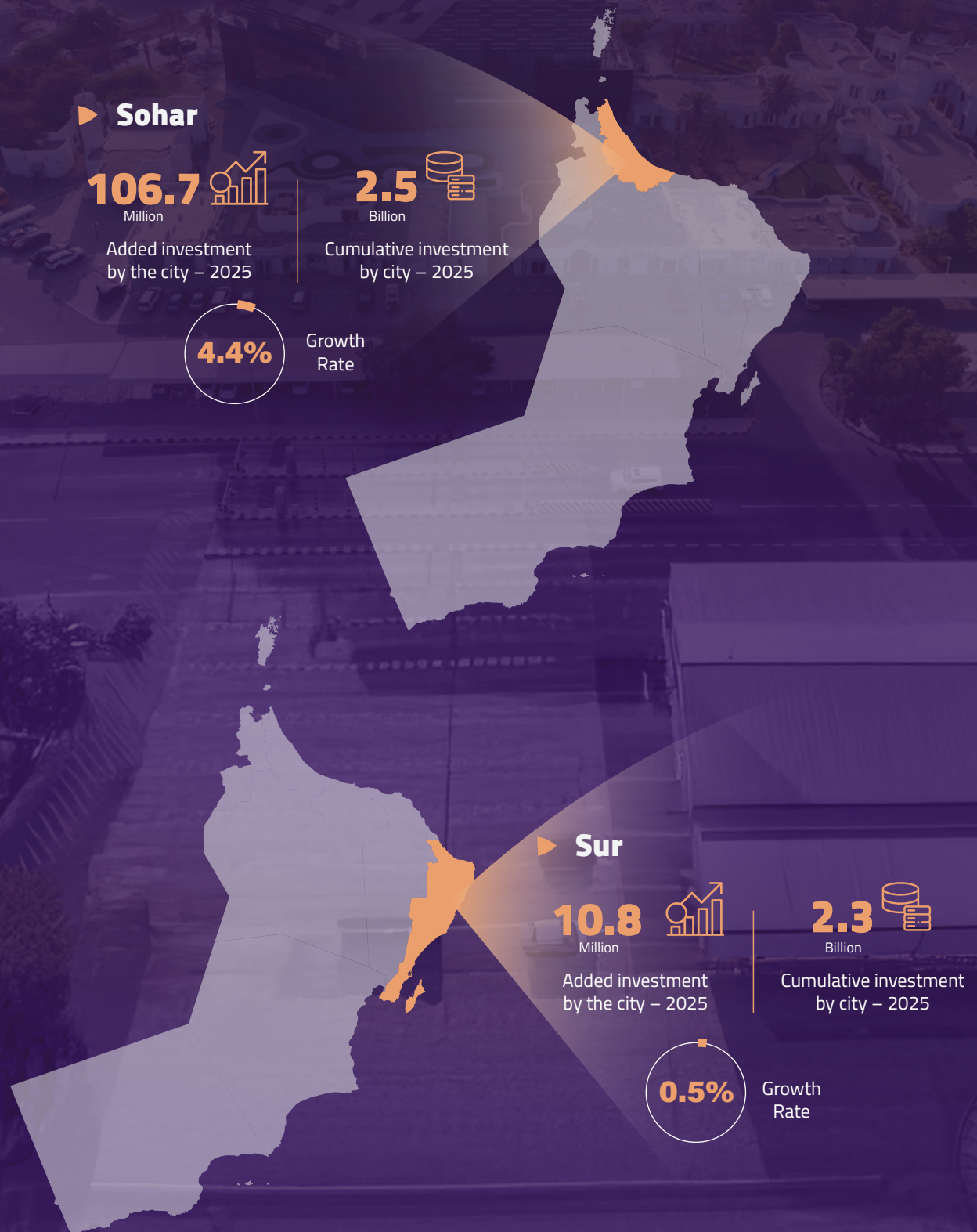
In 2025, new investments amounted to

In 2025, new investments amounted to OMR 251.9 million, bringing total cumulative investments to approximately OMR 7.95 billion, representing an annual growth rate of 3.3% compared to 2024. This growth underscores continued investor confidence in the investment environment provided by Madayn.

Data also indicates varying contributions of industrial cities to overall investment growth. While some cities have emerged as key growth drivers, others present opportunities for further investment expansion.



Table (3-1): Added and cumulative investment by city – 2025



► **Rusayl**

2.7
Million



Added investment
by the city – 2025

0.8
Billion



Cumulative investment
by city – 2025

0.4%

Growth
Rate

► **Raysut**

50.7
Million



Added investment
by the city – 2025

0.7
Billion



Cumulative investment
by city – 2025

8.2%

Growth
Rate

► Nizwa

9.5
Million



Added investment
by the city – 2025

0.6
Billion



Cumulative investment
by city – 2025

1.7%

Growth
Rate

► Knowledge Oasis Muscat

5.5
Million



Added investment
by the city – 2025

0.3
Billion



Cumulative investment
by city – 2025

1.8%

Growth
Rate

► Al Buraimi

27.7
Million

Added investment
by the city – 2025

0.3
Billion

Cumulative investment
by city – 2025

10.4%

Growth
Rate

► Samail

24.5
Million

Added investment
by the city – 2025

0.3
Billion

Cumulative investment
by city – 2025

9.2%

Growth
Rate

► Al Mazunah

0.6
Million



Added investment
by the city – 2025

0.1
Billion



Cumulative investment
by city – 2025

0.5%

Growth
Rate

► Mahas

4.2
Million



Added investment
by the city – 2025

0.5
Billion



Cumulative investment
by city – 2025

9.0%

Growth
Rate

► **ibri**

3.03 
Million

Added investment
by the city – 2025

0.2 
Billion

Cumulative investment
by city – 2025

13.8%

Growth
Rate

► **Al Mudhaibi**

6.1 
Million

Added investment
by the city – 2025

0.01 
Billion

Cumulative investment
by city – 2025

► **Total**

252 
Million

Added investment
by the city – 2025

7.9 
Billion

Cumulative investment
by city – 2025

3.3%

Growth
Rate

Table (3-2): Volume of additional investment by sector – 2025



Key Highlights:

02 Ibri Industrial City recorded the highest growth rate (13.8%), reflecting expanding opportunities in emerging industrial cities.

01 Sohar Industrial City ranked first in terms of added investment volume, exceeding OMR 106.7 million, bringing its cumulative investment to approximately OMR 2.5 billion.

03 The industrial sector captured the largest share of added investments, exceeding OMR 218.5 million, underscoring the concentration of activity in productive sectors.

Second: Share Capital National Confidence and International Attraction

The structure of share capital in Madayn as at the end of 2025 reflects a balanced composition between Omani and foreign investment, as follows:

01

Omani investors

66% of the total
investors

02

Non-Omani investors

34% investors
represented

This distribution highlights the strength of the national investment base, alongside the continued attractiveness of industrial cities to foreign investors, contributing to the diversification of capital sources and the enhancement of economic sustainability.



Third: Investment Projects Continuous Growth and Expansion of Activities

The cumulative number of investment projects increased from 2,058 projects at the end of 2024 to 2,171 projects by the end of 2025, representing a growth rate of 5% (including Al Mazunah Free Zone).

This growth reflects the continued expansion of investment activity within the industrial cities, driven by rising demand for investment opportunities and the diversification of economic sectors.

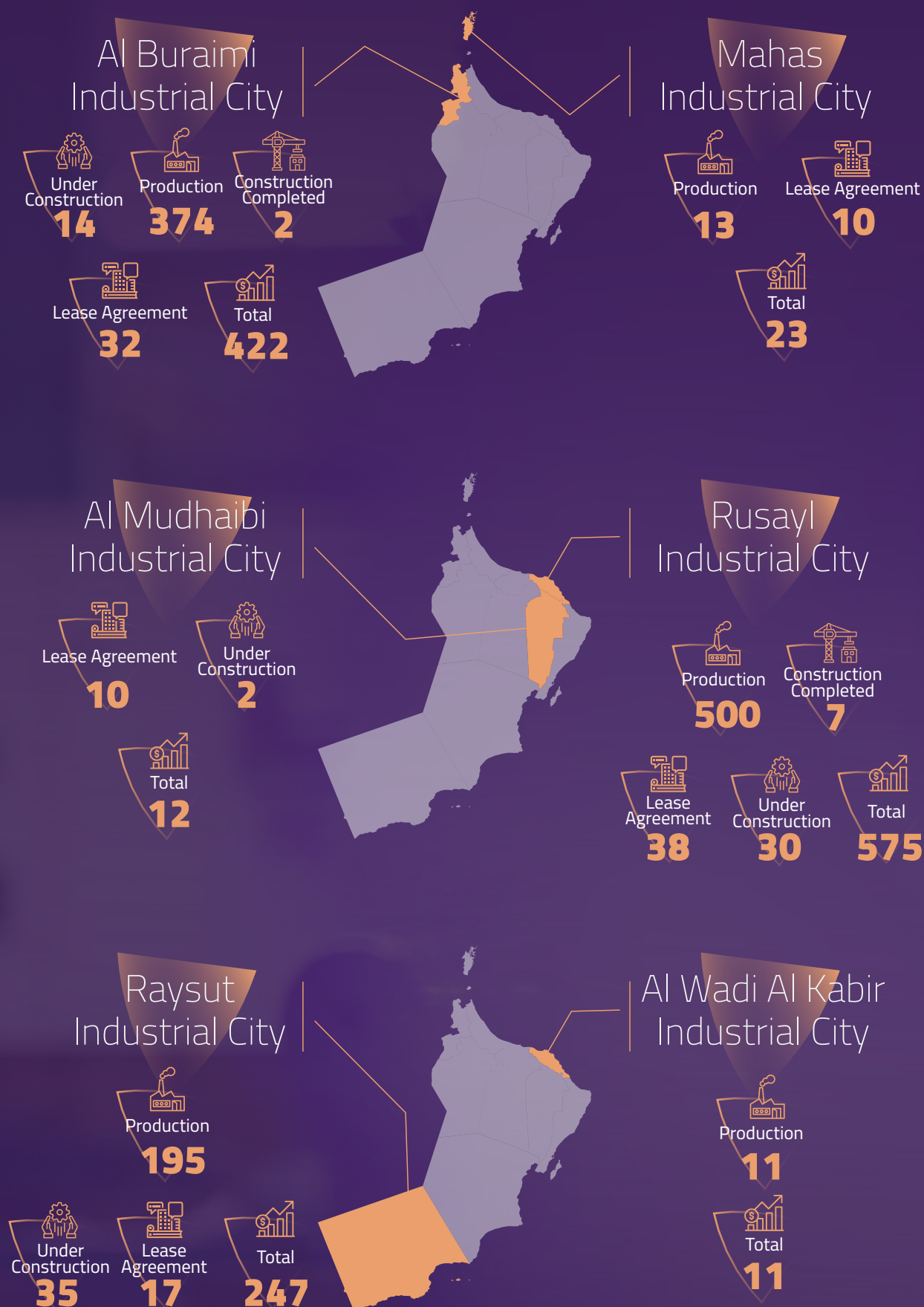
Table (3-3): Cumulative Investment Projects by Investment Sector as at Year-End 2025



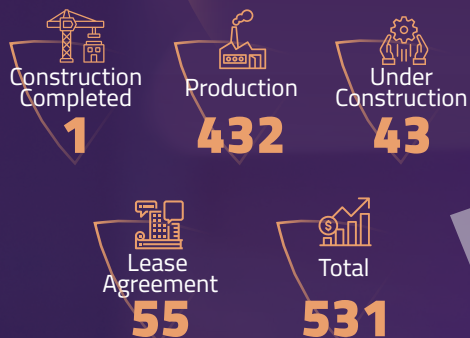
Total



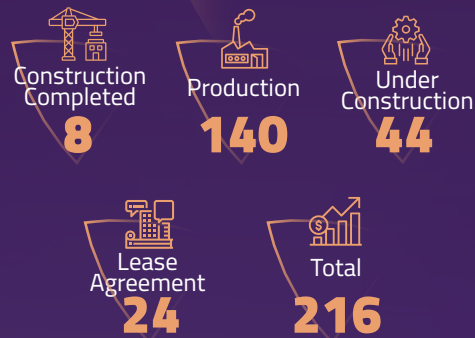
**Table (3-4) Cumulative Investment Projects by
Construction Stage as at Year-End 2025**



Sohar Industrial City



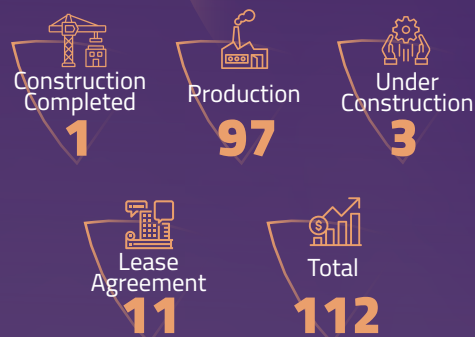
Samail Industrial City



Ibri Industrial City



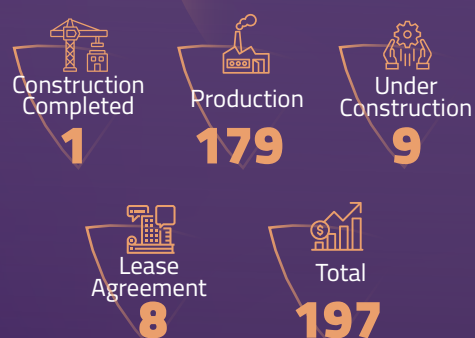
Sur Industrial City



Knowledge Oasis Muscat



Nizwa Industrial City



In terms of new investment contracts, a total of **300** agreements were concluded in 2025, including **165 main contracts and 135 sub-contracts**, compared to 259 contracts in 2024, reflecting a 16% increase.

This growth highlights the continued momentum in investment activity and the rising demand for opportunities within the industrial cities.

Table (3-5): New investment contracts by city (2024–2025)



Sohar Industrial City

65
New Contracts
During 2025

61
New Contracts
During 2024

Samail Industrial City

27
New Contracts
During 2025

26
New Contracts
During 2024

Nizwa Industrial City

27
New Contracts
During 2025

19
New Contracts
During 2024

Ibri Industrial City

3
New Contracts
During 2025

9
New Contracts
During 2024

Sur Industrial City

6
New Contracts
During 2025

11
New Contracts
During 2024

Total

300
New Contracts
During 2025

259
New Contracts
During 2024

Knowledge Oasis Muscat

37
New Contracts
During 2025

34
New Contracts
During 2024

16%

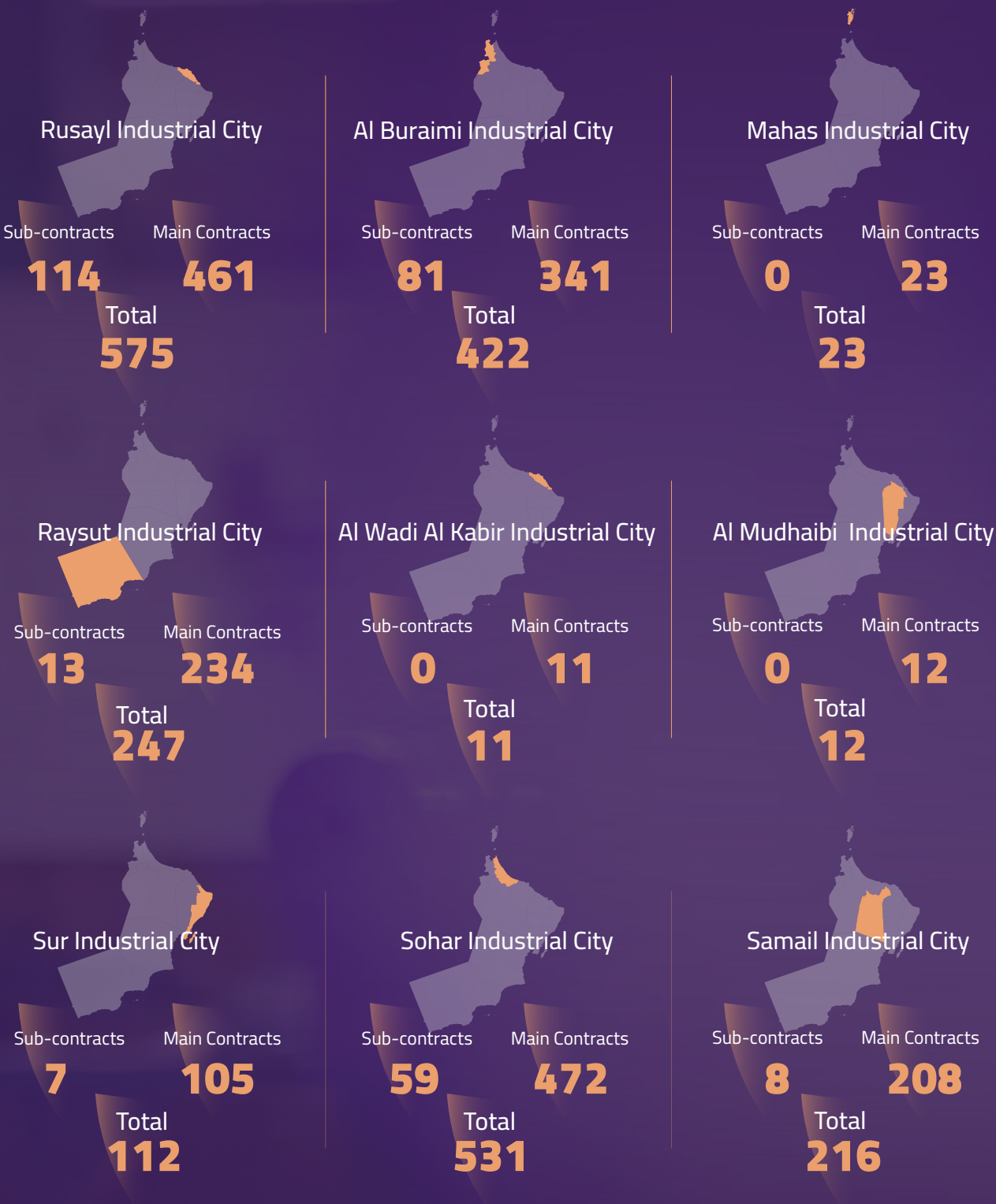
Growth
Rate

**Table (3-6) Number of New Contracts by
Construction Phase and Investment Sector during 2025**



By the end of 2025, the total number of **cumulative investment contracts stood at 2,493**, including **2,114 main contracts** and **379 sub-contracts**. This reflects the strong depth of investment activity and the widening of value chains across the industrial cities.

Table No. (3-7): Cumulative Investment Contracts by Contract Type and City as at Year-End 2025



Knowledge Oasis Muscat

Sub-contracts
46
Main Contracts
81
Total
127

Nizwa Industrial City

Sub-contracts
48
Main Contracts
149
Total
197

Ibri Industrial City

Sub-contracts
3
Main Contracts
17
Total
20

Total

Sub-contracts
379
Main Contracts
2114
Total
2493

Key highlights:



Rusayl Industrial City recorded the highest growth rate in new contracts at **122%**, reflecting its increased investment appeal.



The industrial sector led the way in new contracts with **169** contracts, followed by the commercial sector with **51** contracts, reflecting the diversity of investment activities within industrial cities.

Fourth: Investment Land: Efficient Utilization and Expansion Opportunities

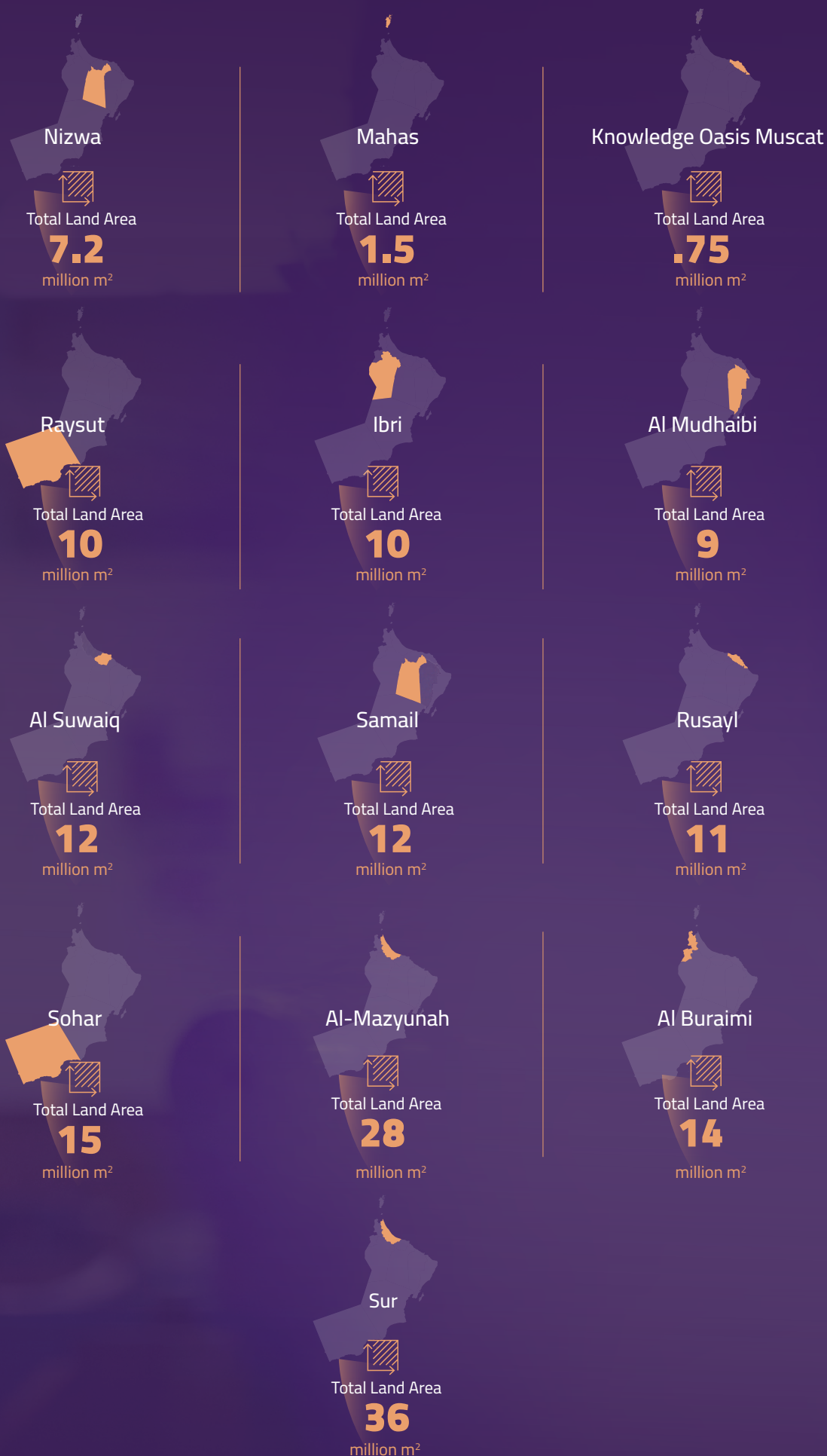
The total area of existing industrial cities stood at approximately 168 million square meters by the end of 2025, distributed as follows:



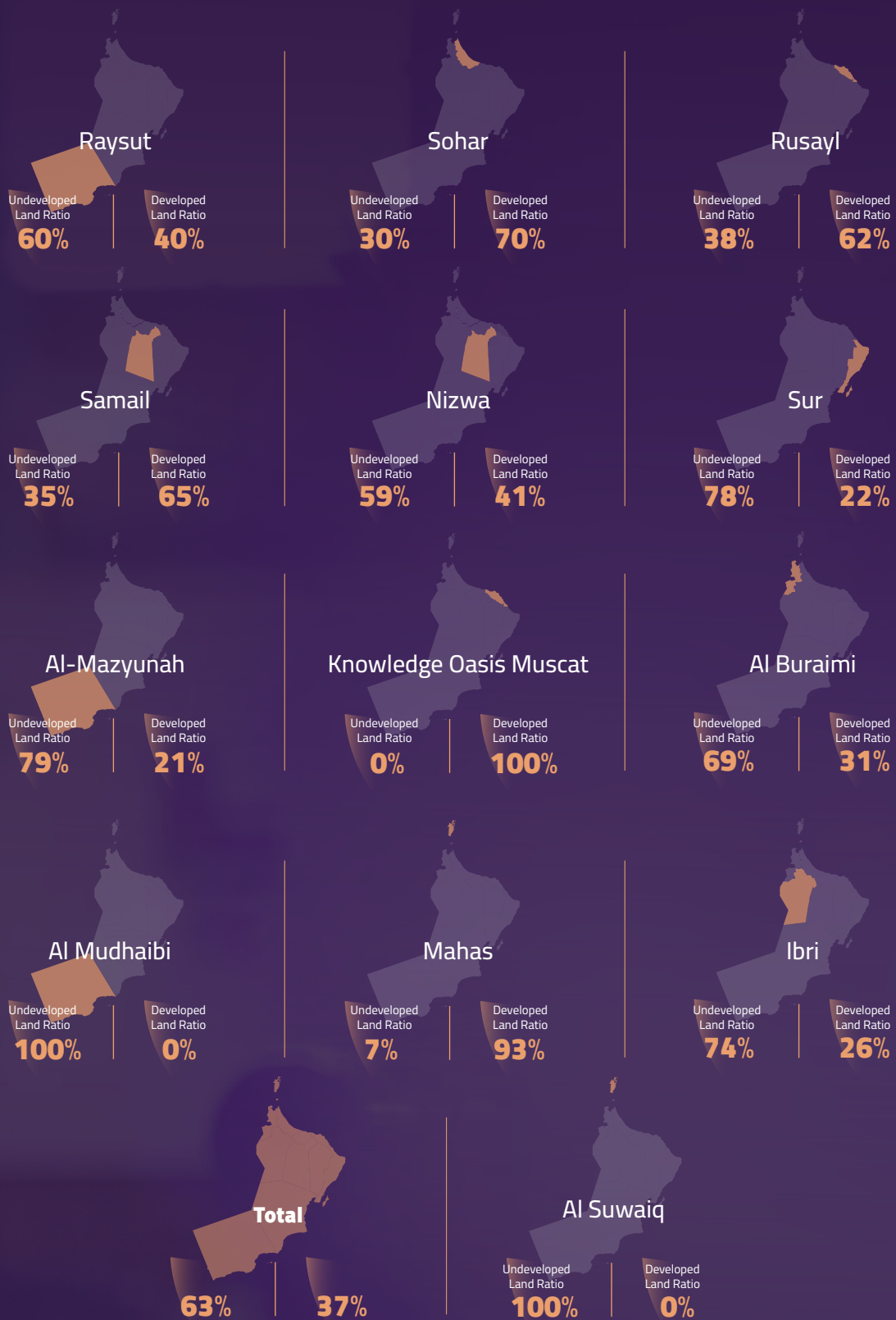
This distribution indicates the availability of future investment opportunities, particularly in cities where the proportion of undeveloped land remains high.



Table (3-8) Total land area by cities -2025



**Table (3-9) Developed and undeveloped land ratios
by city-2025**

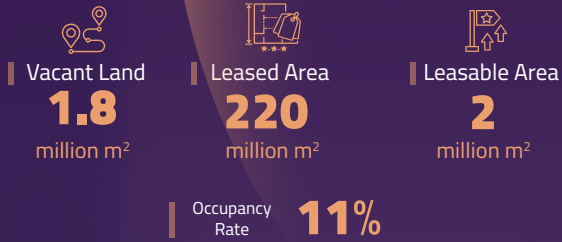


Development ratios show varying levels of investment readiness across cities, with high readiness in: Knowledge Oasis Muscat, Mahas, Sohar and Samail, compared with future growth opportunities in cities where undeveloped areas account for over 75% of the total area, such as: Sur, Al Mudhaibi, Al Suwaiq and Al Mazyounah.

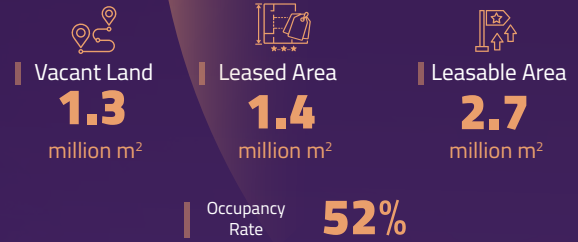
Table (3-10): Occupancy rates of developed land by cities - 2025



Ibri



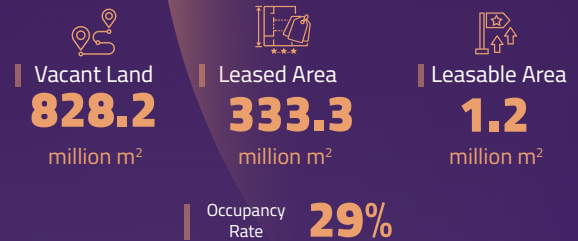
Al Mazyounah



Al Mudhaibi



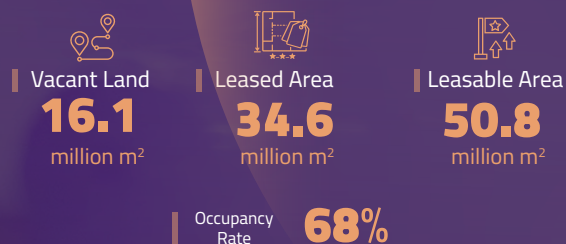
Mahas



Al Suwaiq

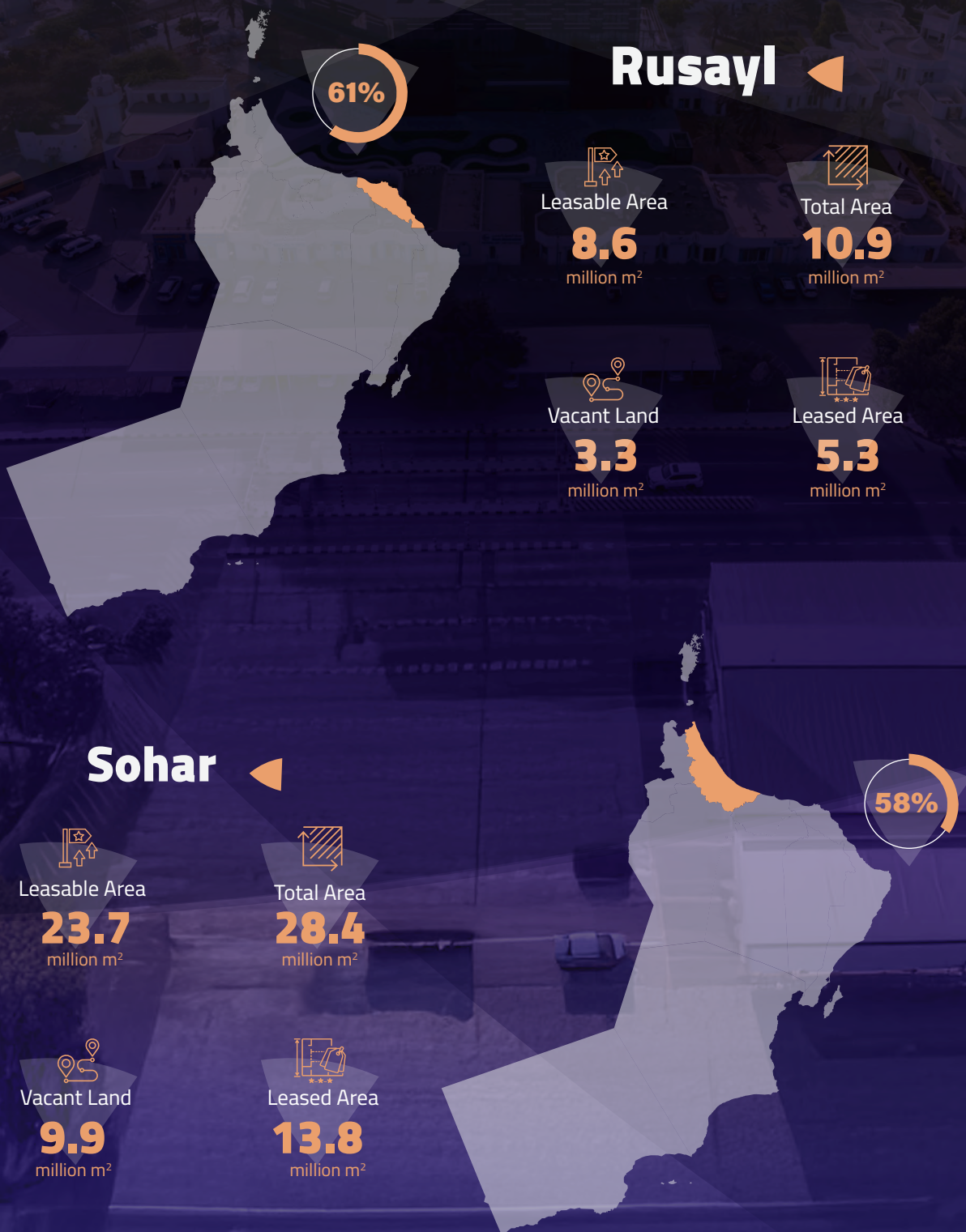


Total



Data indicates that the occupancy rate for developed areas has risen to around **68%**, with particularly impressive performance in cities such as **Rusayl (98%)**, **Sur (85%)** and **Nizwa (83%)**, reflecting the efficient utilization of developed land and its readiness for investment.

**Table (3-11) Occupancy rates for
total (developed and undeveloped) areas
in existing cities up to the end of 2025**



Raysut

28%

Leasable Area
9.4
million m²

Total Area
10
million m²

Vacant Land
6.8
million m²

Leased Area
2.7
million m²

Sur

28%

Leasable Area
23.5
million m²

Total Area
36
million m²

Vacant Land
16.9
million m²

Leased Area
6.6
million m²

Nizwa

35%

Leasable Area
6
million m²

Total Area
7.2
million m²

Vacant Land
4
million m²

Leased Area
2.1
million m²

Al Buraimi ◀

38%

Leasable Area
4.6
million m²

Total Area
14.4
million m²

Vacant Land
2.8
million m²

Leased Area
1.7
million m²

Samail ◀

44%

Leasable Area
5.6
million m²

Total Area
11.9
million m²

Vacant Land
3.1
million m²

Leased Area
2.5
million m²

Knowledge Oasis Muscat ▶

77%

Leasable Area
494.8
million m²

Total Area
759.5
million m²

Vacant Land
113.5
million m²

Leased Area
381.3
million m²

Al Mazyounah

9%



Leasable Area
14.9
million m²



Total Area
15.4
million m²



Vacant Land
13.5
million m²



Leased Area
1.4
million m²

Ibri

3%



Leasable Area
7.3
million m²



Total Area
10
million m²



Vacant Land
7.1
million m²



Leased Area
220
million m²

Mahas

29%



Leasable Area
1.2
million m²



Total Area
1.5
million m²



Vacant Land
933.3
million m²



Leased Area
333.4
million m²

Al Mudhaibi ◀

8%



Leasable Area
936.6
million m²



Total Area
9
million m²



Vacant Land
860.5
million m²



Leased Area
76.1
million m²

Al Suwaiq ◀

0%



Leasable Area
9
million m²



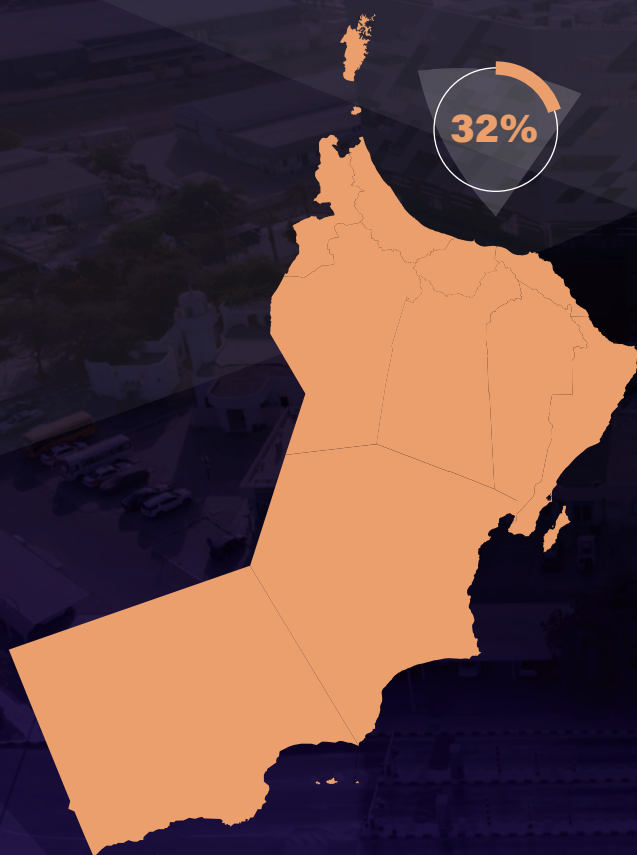
Total Area
12.3
million m²



Vacant Land
9
million m²



Leased Area
6.9
million m²



Total

Leasable Area
115.3
million m²

Total Area
167.9
million m²

Vacant Land
78.3
million m²

Leased Area
37.1
million m²

In contrast, some cities, such as **Ibri, Al-Suwaiq and Al Mudhaibi**, have low occupancy rates. This is attributed to the fact that they are newly developed, reflecting the availability of large areas ready to attract investment in the coming phases.

Permits and Licenses: Growing Operational Activity



679

permits were issued to service providers (contractors: 465, consultants: 178, suppliers: 33, environmental consultancy firms: 3).

1,643

(new/renewal) permits to practice a business activity were issued. Rusayl Industrial City came first with 374 permits.

659

building permits were issued

207

permits to practice a business activity were issued.

This activity reflects the increased pace of operations within the industrial cities and the growth in business associated with investment projects.



Investment Activity in Al Mazunah Free Zone

The Al Mazunah Free Zone continues to play its vital role as a logistics and commercial hub. During 2025, it recorded:

Total investments
amounting to

620

Thousand 

14
new
investment
contracts

Newly leased area exceeding

5,900 m²



Investment Projects

The total number of investment projects in the Al Mazunah Free Zone reached 201 projects at various phases of implementation, reflecting a dynamic and diversified investment environment. The projects were distributed as follows:

26 projects under construction **90** operational projects

In addition to projects in the land allocation or clearance stages, indicating a steady flow of investments and readiness for subsequent growth phases.



Table (3-13): Distribution of the cumulative number of investment projects in the Al Mazunah Free Zone – 2025

Under Construction	Commercial – Warehouses and Storage	Commercial – Car Showrooms	Commercial-Services
	13	8	1
	Tourism – First Class	Light Industries	Total
	1	3	26
In the Clearance Stage	Commercial – Warehouses and Storage	Commercial – Car Showrooms	Commercial-Services
	38	10	20
	Light Industries	Total	
	3	71	
Existing	Commercial – Warehouses and Storage	Commercial – Car Showrooms	Commercial-Services
	43	8	24
	Medium-scale Industries	Light Industries	Total
	1	11	90
Land allocated	Commercial – Warehouses and Storage	Light Industries	Total
	10	3	13

Suspended

Light Industries

1

Total

1

Total

Tourism – First Class

1

Commercial –
Car Showrooms

26

Commercial-
Services

45

Light Industries

21

Tourism – First Class

1

Commercial – Warehouses
and Storage

104

Medium- scale Industries

1

Total

201

The total cumulative number of contracts reached **218**, with the **“Commercial – Warehouses and Storage”** activity leading at a total of **112 contracts**.

Table (3-14): Distribution of the cumulative number of investment contracts in the Al Mazunah Free Zone – 2025:

Under Construction	Commercial – Warehouses and Storage	Commercial – Car Showrooms	Commercial-Services
	15	8	1
	Light Industries	Tourism – First Class	Total
	3	1	28
In the Clearance Stage	Commercial – Warehouses and Storage	Commercial – Car Showrooms	Commercial-Services
	40	10	21
	Light Industries	Total	
	3	74	
Existing	Commercial – Warehouses and Storage	Commercial – Car Showrooms	Commercial-Services
	43	10	30
	Light Industries	Medium-scale Industries	Total
	11	1	90
Land allocated	Commercial – Warehouses and Storage	Light Industries	Total
	10	3	13

Suspended

Light Industries

1

Total

1

Total

Commercial –
Warehouses
and Storage

112

Commercial –
Car Showrooms

28

Commercial-
Services

52

Tourism –
First Class

1

Light Industries

21

Medium-
scale Industries

1

Total

218

Seventh: Growth of Industrial and Logistics Activity in Industrial Cities

Note: The indicators presented in this section are based on data from the “Nafith” system for the industrial cities connected to the system (Rusayl, Sohar, and Nizwa). Accordingly, the results reflect the performance of these cities only.

► Rusayl ► Sohar ► Nizwa

Hubs of Industrial Activity

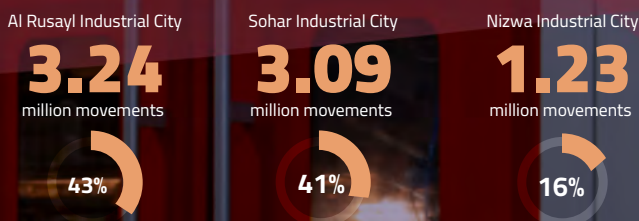
Overall Performance Summary

Industrial cities recorded operational growth of 11% in 2025 compared to 2024, driven by increased logistics and the expansion of industrial activity. This reinforces their role as a key engine of the non-oil economy.

Overall Indicator Landscape

Vehicle traffic across the industrial cities rose to approximately 7.57 million movements in 2025, compared to 6.82 million in 2024, reflecting a growth rate of 11%. This increase indicates the acceleration of logistics and operational activity within the industrial cities.

Distribution of Operational Activity Across Industrial Cities



More than 80% of total activity is located in Al Rusayl and Sohar, confirming their position as primary hubs for industrial and operational activity.

Annual Growth Rates

Al Rusayl
8.5%

Sohar
14.5%

Nizwa
10%

This reflects balanced growth across the industrial cities, with Sohar recording the highest growth rate, indicating a faster pace of activity compared to the other cities.

11% Overall growth

Evolution of Transport and Logistics Indicators



Individual carriers grew by

17.7%



Transport companies increased by

13.9%



Medium trucks recorded a

23.6%

(increase)



New service providers in 2025

45

This reflects a notable improvement in the efficiency of logistics services, alongside an expansion in the base of service providers within the industrial cities.

Average Daily Traffic

The average daily vehicle movement increased from approximately

18,680

vehicles per day in 2024

to

20,754

vehicles per day in 2025

indicating sustained economic activity and a high, non-seasonal level of daily operations within the industrial cities.

Industrial Activity Indicators



Heavy trucks

growth between

10%-16%

industrial production indicator



Medium trucks

balanced growth of

10%-13%

improved operational efficiency



Buses

growth up to

14%

increase in workforce number



Cars

growth up to 11%

11%

expansion of service and administrative activities



Weighed Truck Movements

Al Rusayl Industrial City

+31%

Sohar Industrial City

+29%

Nizwa Industrial City

+18%



Truck movement data, particularly weighed truck traffic, indicates a tangible increase in industrial output and goods movement, reflecting improved operational performance across the industrial cities.

Industrial Cities Performance Analysis

Nizwa Industrial City

Demonstrates balanced growth and stable performance.

Sohar Industrial City

Leads in operational volume, with strong growth in heavy transport activity.

Rusayl Industrial City

Records the highest relative growth in weighing activity, with high operational density.

This reflects a complementary distribution of economic roles among the industrial cities.

Key Findings

01
Clear growth in industrial and logistics activity during 2025

02
Expansion of the non-oil economy driven by industrial cities

03
Improved efficiency of transport and service systems

04
Increased demand for infrastructure

05
Continued role of industrial cities as a key engine of economic development



04

From Promotion to Investment

Madayn Leading the
Global Industrial Landscape

Boundless Investment... Vision 2025 Turned into Reality

2025 marked a significant milestone for Madayn, moving beyond an ordinary year to one defined by strengthening its investment footprint and expanding the scope of partnerships. Believing that investment attraction is a key pillar of economic growth, Madayn has focused on enhancing its investment ecosystem by integrating its strategic locations with robust infrastructure and supporting services. This approach has further increased the appeal of industrial cities and reinforced investor confidence at both the local and international levels.

Our Marketing Philosophy: Data is the Language of Decision-Making

In 2025, Madayn adopted a data-driven and transparent approach to investment promotion, thereby strengthening investor confidence and supporting decision-making on a clear and informed basis. Success stories of our partners have also become a central element in highlighting our investment experience, from showcasing opportunities and incentives to transforming them into operational industrial projects that contribute to supporting the national economy.

At Madayn, we believe that capital is “intelligent” and constantly seeks certainty. For this reason, our marketing approach has evolved beyond traditional promotional campaigns into an integrated Decision Support System for investment, built on the following pillars:

01

Target Market Analysis

Our actions have not been random; they are grounded in in-depth, specialized studies, including Madayn's competitiveness in the medical industries sector and analyses of promising markets under the Operational Excellence (OPEX) framework. These insights have enabled us to engage investors using the language of “return on investment” and “competitive advantage” rather than descriptive or generic messaging.

02

Smart Targeting

Based on our analysis of global trade flows in 2025, we directed our focus toward priority sectors (food, healthcare, and technology) with a particular emphasis on selected target markets. These were chosen not only for their financial strength but also for their capacity to transfer technology and localize knowledge, aligning with Madayn's vision of building a resilient and sustainable industrial economy.

03

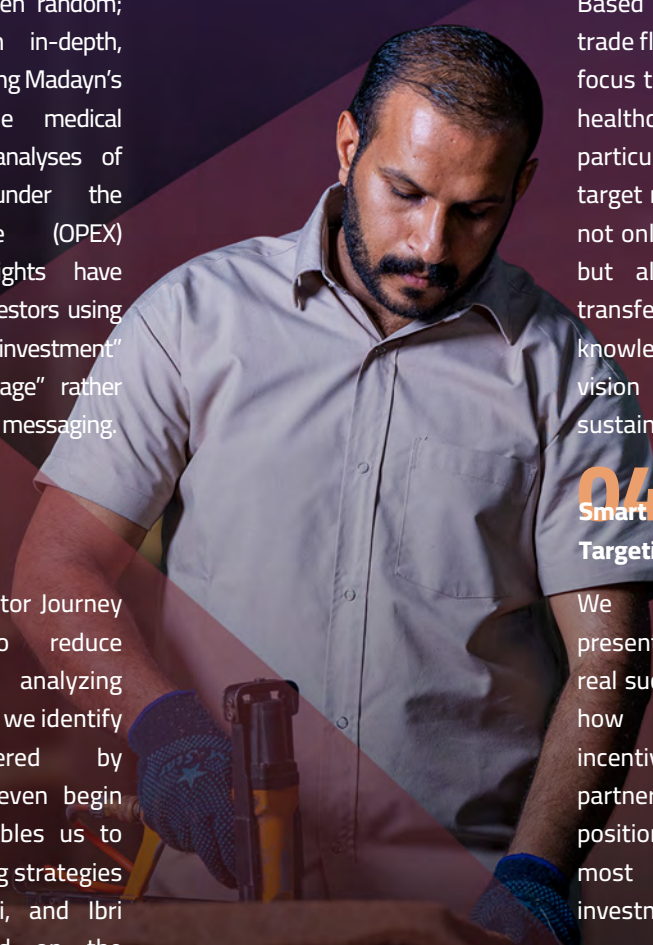
Investor Journey Engineering

We developed an “Investor Journey Mapping” model to reduce information gaps. By analyzing investor behavioral data, we identify challenges encountered by investors before they even begin their journey. This enables us to design tailored marketing strategies for Mahas, Al Buraimi, and Ibri industrial cities, based on the geographic and economic characteristics of each city.

04

Smart Targeting

We replaced traditional presentations with simulations of real success stories, demonstrating how ready infrastructure and incentives have reduced our partners' operational costs. This has positioned Madayn as one of the most reliable and secure investment destinations.



International Presence: Madayn at the Heart of the Global Map

We crossed continents to be closer to investors. Our participation in international exhibitions was not merely a matter of presence; rather, it served as a platform for building partnerships.

Major International Events 2025

Food Sector

Gulfood (Dubai), Saudi Food Show (Riyadh)

Technology & Innovation

Mobile World Congress (Shanghai)

Construction & Materials

The Big 5 Dubai (Dubai), Marmomac (Italy)

Multi-Sector Platforms

Baghdad International Fair,
Algeria International Fair, Iran Expo

Domestic Focus

We also placed strong emphasis on the local market, where our efforts resulted in the launch of the infrastructure for **Samail Industrial City**. In addition, we organized impactful events such as "Oasis Nights" and the Al Mazunah Economic Exhibition and Forum.

Our Strategic Projects: Numbers Reflecting Efficiency

The strength of our "Decision-making Language" is evident in execution precision, as theoretical studies were transformed into tangible projects with record completion rates during 2025

Feasibility Study for the
Research & Development
Complex (Knowledge Oasis)

100%

Stimulating industrial innovation
and attracting investments to
national sectors.

Study of
Competitiveness in the
Medical Industries Sector

100%

Identifying market gaps
and attracting high-quality
healthcare investments

Update of
Marketing Materials and
Visual Data Content

100%

Showcasing Madayn's
achievements and opportunities
in a professional manner.

Comprehensive
Marketing Strategy
for Madayn

90%

Enhancing investment
promotion methodologies
through digital and
on-ground plans targeting
key markets.

Development of
Investor Journey
Mapping

70%

Improving ease of doing
business for investors and
increasing service
efficiency.



The Language of Numbers: When Achievements Speak Volumes

At Madayn, success is not defined by intentions; rather, it is measured by performance indicators that surpassed expectations in 2025.

8

participations in local and international exhibitions, reinforcing presence across specialized economic forums

5

International events to promote investment opportunities and attract new investments

7

Domestic events aimed at strengthening engagement with investors and partners

900+

publications and media releases across various channels and digital platforms, contributing to enhanced media presence and highlighting key achievements and initiatives

98

Contracts and Memoranda of Understanding (MoUs) were signed during the year, reflecting growing collaboration with local and international partners

34

Omani companies participated in these events and exhibitions, supporting the promotion of national products and enhancing partnership opportunities

QR CODE
To view key news
and media coverage



The Investor Journey: A Digital and Interactive Experience

Madayn continued to strengthen its digital marketing presence by enhancing its website into an interactive, 24/7 gateway that enables investors to easily access information, services, and investment opportunities. Its institutional presence on professional digital platforms, such as LinkedIn, was also reinforced, alongside ongoing efforts to enrich digital content and improve search engine visibility. These initiatives contribute to facilitating the Investor Journey by providing clear and up-to-date information on investment opportunities, available incentives, and services offered, thereby enhancing user experience and keeping pace with digital transformation trends.

Madayn and the Community: A Partnership Beyond Industry

Madayn's approach to social responsibility is rooted in a firm belief that industrial development is incomplete without a sustainable social impact. Accordingly, institutional social responsibility forms an integral part of its institutional framework. During 2025, Madayn demonstrated this commitment by sponsoring and implementing more than 40 community events and programs, contributing to human development, raising health and environmental awareness, and empowering national talent.

Social Impact:

01

Health and Quality of Life

- 4 blood donation campaigns were conducted with the participation of 350 donors.
- 4 medical screening campaigns were conducted, benefiting 200 employees and workers.
- Walking and running events were organized with the participation of more than 300 individuals.

02

Economic and Cultural Empowerment

- Organizing 10 diverse exhibitions supporting 50 entrepreneurs and attracting more than 500 visitors.
- Supporting creativity and national identity through sponsoring the film "Oman Under the Microscope."

03

Environment & Sustainability

- Implementing 3 beach and aflaj (traditional irrigation channels) clean-up campaigns with the participation of 100 volunteers.
- Conducting 2 tree-planting initiatives, contributing to the planting of 500 trees.
- Sponsoring conferences on green hydrogen, transport, and logistics.

04

Raising Awareness and Capacity Building

- Organizing 6 student visits benefiting 500 students.
- Conducting 15 development workshops with the participation of 200 beneficiaries.
- Supporting the Omani Women Engineers Forum and the Nursing Conference.





05

Future Horizons

Innovation Powering Growth,
Digitalization Driving Excellence

Industrial Innovation Academy – Transforming Innovation into Economic Impact

We converted innovation into practical initiatives and implementable outcomes, turning ideas into prototypes and investment opportunities, while strengthening local content and empowering entrepreneurs and national institutions.



Research and Development Program: Unlocking Investment Opportunities from Mineral Resources

In collaboration with the Ministry of Energy and Minerals, we are advancing the study and analysis of mineral value chains in line with international best practices. Our efforts focus on developing prototypes for selected minerals to maximize value creation and identify new investment prospects:

Basalt-based industrial solutions

Developing prototypes for basalt rebar and rock wool as sustainable alternatives for the construction sector.

Advancing construction technologies

Construction of a building using 3D printing technology based on a low-temperature clay mix.

Investment Opportunities Mapping

Producing a comprehensive guide to mineral resources and the investment opportunities emerging from the program to support investors.

Value Chain Program: Empowering SMEs Through Contracts and Opportunities

In partnership with the Small and Medium Enterprises Development Authority, we conducted a study and analysis of value chains across various economic sectors within Special Economic Zones, Free Zones, and Industrial Estates. The program focused on identifying investment opportunities and allocating a number of contracts to small and medium-sized enterprises:

Identified opportunities

4,822

opportunities across services and products were identified.

Developed opportunities

51

opportunities were transformed into preliminary investment cards with implementation plans

Achieved outcomes

32

contracts were signed, with a total value exceeding

41 million 

Linkage Program: Enhancing Local Content in Tenders

In partnership with the Projects, Tenders and Local Content Authority, we developed a smart digital bridge connecting local products and services with government tenders through the “Rabt” platform, aimed at strengthening local content:

Platform launch

Official rollout of “Rabt,” with 297 companies registered and 28 companies certified under the “Rabt” certification

Bill of quantities analysis tool

Development of a tool to analyze bills of quantities and align them with local manufacturers

Digital integration

Integration of the platform with national databases (Royal Oman Police) and the “ESNAD” platform to facilitate registration and reduce administrative burdens.

Sustainability Program: Smart and Innovative Solutions

Through the “EJAAD ” platform, and in partnership with Madayn and the Ministry of Education, we work to identify industrial challenges and present them for the development of innovative solutions that enhance sector efficiency and sustainability

Artificial Intelligence in management

Development of an AI-powered chatbot for human resource management, piloted in one of the companies operating in industrial cities, with plans under study to expand its application in collaboration with relevant authorities.



Makers Oman Program: Empowering Entrepreneurs

In partnership with Madayn and the Ministry of Education, we empower entrepreneurs through hands-on training and support for prototype development as a preparatory stage prior to commercialization:

Enhancing the Centre's readiness

Maintenance and securing of the Centre's equipment and workshops to ensure efficient operations

Prototype development

Development of 4 prototypes within the Centre

Academic partnerships

University and college visits to introduce the Centre and attract student-led companies.

Human Capital Investment Program: Training and Employment

In partnership with the Ministry of Labour and Madayn, we worked to increase Omanisation rates in industrial cities and develop national competencies in line with labour market needs:

Replacement and employment

Placement and employment of 926 national talents up to the end of August, bringing total employment during 2023–2025 to 4,116 employees

Labour market planning

Analysis of the labour market and development of tailored employment strategies for each industrial city

Specialized training

Implementation of targeted training programs benefiting trainees 114



Mibam Village Development Program: A Sustainable Tourism Model

In partnership with the Development Foundation of the Oman LNG, we are working on developing Mibam Village as a sustainable tourism model by empowering local communities and small and medium-sized enterprises:

Digital platform

Completion of the project platform to introduce the initiative and enable companies to register for participation in future tenders and works

Visitor building

Completion of architectural and structural designs

Tendering process

Preparation and official issuance of tender documents



Knowledge and Scientific Content Enrichment Program: Showcasing Academic Outputs

The Academy has worked on highlighting its knowledge and scientific outputs through the publication of research papers and the production of visual content aimed at enhancing awareness of innovation initiatives, as follows:

Scientific publications:

Publication of several research papers and academic contributions in local and international conferences, including a study on "Enhancing Environmental Sustainability in Industrial Cities Towards net zero emissions (using Madayn as a case study)", a paper on the "Response of Ancient Marine Organisms to Climate Change in the Sultanate of Oman", participation in the Urban October Conference with a paper on "Enhancing Local Value Added Through the Use of Clay Bricks in Contemporary Construction", and participation in the Egypt Mining Forum with a paper on "Extracting Magnesium from Chromite Waste and its Role in Promoting Industrial Investment and Local Content Development".

Visual content:

Production and dissemination of documentary videos covering several academic programs and initiatives, including the Omanisation Employment Program, the Silica Initiative, as well as introductory videos on consultancy services and the Makers Oman Program.



Second: Institutional Excellence and Digital Transformation – Digitalization Enhancing Efficiency and Decision Quality

 We continued to build an integrated digital institutional system that enhances data quality and accelerates decision-making, while supporting a culture of quality and excellence in line with clear transformation plans and both local and international recognitions.



Digital Capability Building: Madayn Artificial Intelligence Lab

Within the “Makeen” initiative and in collaboration with the Programming Academy, the Excellence and Institutional Transformation Department at Madayn supervised an 8-week lab (August–October 2025) involving 8 external employees to develop four pilot projects:

01

Madayn Smart Investor Assistant:

An interactive platform providing information on licensing, regulations, land availability, incentives, and support services

02

Beneficiary Satisfaction Measurement Platform:

An electronic platform for measuring beneficiary satisfaction with services

04

Auction Platform:

An internal auction platform for employees and an external one for beneficiaries

03

AI Chat Bot:

An internal platform supporting executive management in verifying investor credibility



Embedding Excellence: A Culture of Innovation and Quality

Strengthening a culture of innovation and quality through events and knowledge exchange:

- Organizing the World Creativity and Innovation Day event (21 April 2025) and World Quality Week (12 November 2025)
- Delivering working papers and conducting dialogue sessions with external entities, fostering the exchange of best practices.
- Madayn was honored by the Oman Vision 2040 Implementation Follow-up Unit, alongside the presentation of working papers to several entities, most notably the Oman Medical Specialty Board and the Oman Vision 2040 Implementation Follow-up Unit.

Enabling Transformation: Digital Infrastructure and Smart Systems

Launch and development of an integrated digital ecosystem supporting institutional transformation:

- Launch of the Madayn Centre for Visioning, Analytics, and Digital Transformation Indicators.
- Launch and development of digital platforms, systems, and e-services, including: Attendance and Leave System, "Your Voice Matters," My Services, E-Service Catalog, and the Institutional Excellence Platform
- Enhancement of user experience and digital service quality, and the launch of the Madayn e-Services 2025 version.



Development Planning: Governance and Future Transformation

Executive plans and governance initiatives to enhance institutional efficiency:

- Preparation of the Digital Transformation Executive Plan (2026–2030).
- Development of a data governance framework and a three-year implementation plan.
- Advancement of supporting tools and initiatives, including (City Assessment in the Digital Transformation, the electronic project scorecard, and beneficiary satisfaction measurement.

Recognition and Excellence: Awards and Certifications

Awards and accreditations affirming Madayn's leadership:

- Best Future Project Award for Smart Industrial City – China 2025 (Best Projects – X-SDI Award), for the project "Comprehensive Digital Transformation of AI-Driven Smart, Sustainable, and Green Industrial Cities."
- Two awards for Best Practices in the Logistics Sector 2024.
- Madayn continued the enhancement of institutional maturity through the qualification of 11 employees as certified assessors.

Technology Enablement – Advancing Platforms, Services, and Governance



During 2025, the Information Technology Department implemented a range of initiatives that contributed to enhancing the technical infrastructure, enabling digital services, and strengthening institutional integration. This, in turn, improved digital transformation readiness, enhanced user experience, and reduced costs.



01

Internal Platforms and Systems

Implementation of the Madayn Business Intelligence Platform (MadaynBI v2), fully developed in-house, adopting an open-source architecture and enabling eight (8) technology tools, resulting in the internal development of seven (7) systems.

02

Investor Services

In-house implementation of the "Investor Portal," along with the development of four (4) new e-services, including the automation of service conditions and activation of electronic payment.

03

Integration and Automation

Implementation of forty (40) automated processes using n8n to enhance system integration, alongside knowledge documentation and activation of FAQs to support self-service.

04

Digital Transformation Enablers

Activation of electronic authentication within the "Masar" platform, and assessment of adopting artificial intelligence solutions with identification of future application areas.

05

Business Continuity and Governance

Support of Business Continuity Management and IT Disaster Recovery (BCM/ITDR) plans, with improved governance and compliance indicators and enhanced cybersecurity readiness, in addition to implementing internal awareness programs and promoting security awareness through institutional communication channels.

06

Future Projects

Preparation of the technical analysis for the Al Wadi Al Kabir Industrial City Management Project, along with a phased implementation plan.

Fourth: Document Governance and Enhancing Institutional Efficiency

As part of strengthening institutional governance and advancing digital transformation, the Documents Department at Madayn continued in 2025 to develop the document and correspondence management system. These efforts contributed to improving operational efficiency, reducing reliance on paper, and ensuring proper document preservation in line with approved national standards.



01

Document Organization:

Implementation of the document sorting project at the intermediate storage stage, covering 218 files, and transferring documents from the current phase to the intermediate phase, thereby reducing backlog and improving the work environment.

02

Electronic Correspondence System:

Development and circulation of a comprehensive set of policies and procedural manuals governing document management, postal services, and current and intermediate records, including the regulation of document destruction procedures in coordination with relevant authorities.

03

Policies and Procedures:

Development and circulation of a comprehensive set of policies and procedural manuals governing document management, postal services, and current and intermediate records, including the regulation of document destruction procedures in coordination with relevant authorities.

04

Awareness and Capacity Building:

Training and qualification of 17 students, and delivery of awareness and training programs for Madayn employees, including training for file officers on electronic document management, electronic file creation procedures, and lifecycle management of documents from the current stage through to final disposition.

05

Partnerships and International Cooperation:

Strengthening collaboration with relevant entities and participation in a benchmarking visit to the Turkish State Archives.



Electronic Correspondence System Indicators – 2025

2025

8,983

outgoing letters

5,777

incoming letters

1,989

internal
memoranda

1,806

administrative
decisions

5,681

electronically
signed documents
by the end of the
Fourth Quarter.

Future Directions

- 100% Full activation of the electronic correspondence and signature system.
- Complete transition to electronic file creation and integration of the correspondence system with other systems, such as "Masar."
- Archiving of old documents and updating the organization's procedural tools.

Fifth: Investor Services An Agile and Investor-Friendly Portal

In line with Madayn's objectives to foster a safe and sustainable industrial environment, Madayn, represented by the Directorate General of Investor Services, signed a memorandum of cooperation in December 2025 aimed at encouraging companies and factories operating in industrial cities to adopt effective risk management practices and to enhance awareness of the importance of insurance as a key enabler for business sustainability and investment protection.



In line with efforts to enhance the investor experience and improve service efficiency, Madayn achieved a set of operational indicators during 2025 that reflect continuous service improvement, as follows:

First: Operational Service Indicators

Delivery of more than 57,000 service transactions to customers through the Masar Centres and the One-Stop Shop at Al Mazunah Free Zone.

Processing of over 28,000 transactions through the Customer Visit Management (CVM) system, covering industrial licensing transactions and various operational services.



Second: Customer Satisfaction

Achieving a satisfaction rate of 99.21% for services provided at the Masar Centres and the One-Stop Shop in Al Mazunah.

Recording a response rate of 73.5% in customer satisfaction measurement surveys, reflecting user engagement and confidence in service quality.



Third: Al Mazunah Free Zone Services

Provision of investor services in Al Mazunah Free Zone through the "EDAA" system.

Receipt of more than 16,000 transactions, with a completion rate of 97% reflects the efficiency of procedures and the speed of service delivery.



Fourth: Industrial Licensing

Issuance of certificates of practice for economic activities (industrial licenses) to investors in Madayn through the Oman Business Platform.

A total of 4,259 industrial licenses were issued and renewed in 2025 by Masar Center employees through the Ministry of Commerce, Industry and Investment Promotion portal.



Sixth: Compliance and Legal Governance: The Cornerstones of a Reliable Investment Environment

1 Compliance: a cornerstone of governance and sustainable investment

Compliance relies on an integrated institutional framework designed to ensure adherence to regulations and legislation, promote transparency, and enhance operational efficiency, thereby supporting the sustainability of the investment environment and strengthening its credibility.

This framework is based on a set of core practices, the most notable of which are:

Adherence to approved laws, regulations and legislation.

Application of quality and governance standards in line with global best practices.

Promoting institutional awareness of a culture of compliance.

Continuous development of procedures and improvement of operational efficiency.

Preparation of periodic reports to support institutional decision-making.

Proactive Oversight to Enhance Transparency

In line with reinforcing compliance with investment rules and regulations, comprehensive compliance reviews were conducted on investment contracts across several industrial cities. The objective was to verify adherence to regulatory requirements, update contractual data, and address observations through corrective and preventive measures.

Compliance and Verification Areas

Verification of valid operating licenses for business activities.

Ensuring compliance with safety and civil protection requirements.

Review of insurance policies and legal representation authorizations.

Identification of contractual observations and gaps, and addressing them in accordance with approved procedures.



Institutional Impact:

Strengthening governance of investment contracts.

Enhancing the quality and accuracy of contractual data.

Supporting transparency and reinforcing trust in the investment ecosystem.

Key Achievements in 2025

Strengthening Institutional Quality and Compliance Culture:

Implementation of qualitative initiatives to embed a culture of quality and support the application of quality management systems in line with international best practices, thereby enhancing institutional performance efficiency and ensuring operational sustainability.

Participation in Specialized Quality Events:

Participation in several professional events and the presentation of working papers showcasing Madayn's journey in implementing quality management systems and their institutional impact. This included a paper presented at an event organized by the Oman Medical Specialty Board in cooperation with the Oman Vision 2040 Implementation Follow-up Unit, in addition to participation in Madayn's Quality Week.

Capacity Building and Knowledge Transfer:

Delivery of awareness and training programs on the implementation of the ISO 9001:2015 Quality Management System, targeting several government entities. Key initiatives included a three-day training workshop for employees of the Financial Services Authority, in collaboration with the Oman Vision 2040 Implementation Follow-up Unit, as well as knowledge transfer programs for staff of the Ministry of Agriculture, Fisheries and Water Resources on system implementation methodologies.

Institutional Recognition:

Madayn received recognition from the Oman Vision 2040 Implementation Follow-up Unit in appreciation of its role in promoting a culture of quality and transferring knowledge to government institutions. The award was received by the Head of the Vision Office during the closing ceremony of Quality Week.

2 Governance and Legal Support:

The legal framework and regulatory governance constitute a key pillar in safeguarding interests and enhancing the reliability of the investment ecosystem. During 2025, legal efforts continued to provide integrated support to various sectors through the management of legal risks, strengthening regulatory awareness, and ensuring the integrity of procedures and contractual arrangements.

Key Legal Achievements

Achieving positive outcomes in legal cases, contributing to the protection of the Establishment's interests and the reduction of financial liabilities.

Implementation of awareness programs and field visits to industrial cities to enhance legal awareness and strengthen regulatory compliance.

Issuance of periodic legal publications in collaboration with the Media Communication Department to promote legal culture and awareness.

Legal Support and Advisory Services

Legal support encompassed the review and drafting of contracts and agreements, as well as the provision of specialized legal advisory services. These efforts supported the operations of various sectors, directorates, and industrial cities, ensuring the integrity of legal and regulatory procedures.

Areas of Legal Support

Rules and Regulations related to investment, human resources, and financial affairs.

Madayn's statute, including usufruct, lease, and investment contracts.

Memoranda of understanding, tender documents, and related legal aspects.

3 Risk Management: A Pillar of Institutional Stability

Risk management is a fundamental pillar of institutional governance, playing a vital role in enhancing stability, supporting business continuity, and increasing the Establishment's readiness to address challenges. During 2025, Madayn continued to advance its risk management framework in a manner that contributes to the efficient achievement of institutional objectives.

Key Highlights of Risk Management in 2025

01 Development of the risk management framework and enhancement of risk identification and mitigation effectiveness.

02 Reduction of risks affecting business continuity and reinforcement of operational stability.

03 Implementation of knowledge exchange initiatives with specialized entities, including two visits that contributed to strengthening institutional knowledge.

04 Exploring the best practices and applicable technologies, and enhancing overall organizational maturity.





06

International Cooperation

**Attracting Investments
and Building Partnerships**

Delegation of the Federation of Egyptian Industries: Cooperation and Investment Opportunities

Madayn received a delegation from the Federation of Egyptian Industries as part of efforts to strengthen industrial cooperation and explore joint investment opportunities

Objective:

To explore cooperation and investment opportunities in the medical, agricultural, and plastics sectors.

Opportunities:

Review of the investment opportunities available across Madayn's industrial cities.

On-site Visit:

A visit to the "Masar" Service Centre at Samail Industrial City to learn about the facilities and services provided to investors.

Brazilian Trade Delegation: International Cooperation and Investment Opportunities

Madayn received a trade delegation from Brazil to explore the investment environment in Rusayl Industrial City.

Objective:

To review the services, facilities, and investment opportunities available to investors.

On-site Visit:

A tour of several factories to explore key existing industries.

Infrastructure:

Review of infrastructure and superstructure projects within the industrial city.

Al Mazunah Economic Exhibition and Forum: Investment Opportunities and Incentives

Madayn inaugurated the Al Mazunah Economic Exhibition and Forum at Al Mazunah Free Zone. More than 100 local and international companies participated in the Exhibition. The event

Wide Attendance and Participation:

It was held under the patronage of HH Sayyid Marwan bin Turki Al Said, Governor of Dhofar Governorate, with participation from both the public and private sectors.

Competitive Advantages:

Highlighting Al Mazunah's strategic location as a gateway for trade with Yemen and its attractive investment environment.

Logistics and Digital Enablement:

Showcasing the ecosystem of services, infrastructure, and supporting digital systems (EDAA system, electronic portals, One-Stop Shop, and the land port).

2025 Incentives:

Announcement of a package of investor support facilities, including rental discounts, debt settlements, and facilitation of entry for Yemeni traders through electronic permits.

07

Human Capital

The Foundation of Institutional Sustainability



Enhancing Institutional Culture and Developing Job Performance

As part of its efforts to foster a culture of institutional performance and embed the principles of institutional excellence, Madayn focused on developing its performance management framework at both the individual and institutional levels. This effort aimed to align the activities of administrative divisions with the Establishment's strategic directions. It included the implementation of integrated performance management and evaluation systems, alongside initiatives designed to enhance institutional belonging and improve employee satisfaction, thereby supporting the efficiency of human capital and the achievement of Madayn's strategic objectives.

First: Individual Performance

Management and Evaluation – “EJADA” System

Madayn adopted the “EJADA” system for individual performance management as an institutional framework aimed at enhancing performance efficiency and linking individual objectives to the Establishment's strategic goals. The system establishes clear performance indicators for employees, enables regular monitoring of progress, and evaluates performance based on objective criteria that promote transparency, fairness, and motivation to achieve optimal performance levels.

The “EJADA” system also contributes to embedding a culture of institutional excellence by aligning individual performance with Madayn's strategic priorities, thereby enhancing employee productivity and improving overall institutional performance efficiency.

Second: Institutional Performance Management

Madayn's institutional performance management framework is based on a set of principles aimed at enhancing performance efficiency and aligning institutional efforts with strategic directions, including:

Strategic Alignment:

Strengthening a performance-driven culture by linking the objectives of administrative divisions to Madayn's strategic directions, ensuring alignment with national priorities and the objectives of Oman Vision 2040.

Management by Objectives

Adopting a management approach that enhances the performance of administrative divisions through the definition of clear objectives and agreed performance metrics, with progress measured based on the extent to which these objectives are achieved.

Through the implementation of this system, Madayn seeks to achieve a number of key objectives, including:

Strengthening the role of administrative divisions in contributing to the realization of the Establishment's vision by clarifying roles and ensuring integration of efforts across different units.

Standardizing procedures for monitoring and evaluating institutional performance through the provision of a reference framework that defines the principles and standards governing the work of institutional performance

Establishing a mechanism to measure institutional performance at both the strategic and operational levels, enabling the identification of improvement opportunities and the implementation of necessary corrective actions.

Third: Strengthening Institutional Belonging and Employee Satisfaction

Recognizing the importance of human capital as a fundamental pillar of institutional performance, Madayn implemented a comprehensive program in 2025 aimed at strengthening institutional belonging and enhancing employee satisfaction. The program focused on improving the work environment, fostering a culture of recognition, and supporting employee well-being and quality of work life, thereby boosting morale and productivity.

The program included the implementation of more than 30 initiatives and events throughout the year, targeting employees at the head office and across industrial cities. Its key pillars were as follows:

Culture of Recognition and Motivation:

Implementation of recognition initiatives and motivational events, provision of gifts and employee benefits, and updating employee ID cards, thereby contributing to enhancing a sense of appreciation and institutional belonging.

Health and Quality of Work Life:

Implementation of medical screening programs, health camps, and blood donation campaigns, alongside initiatives promoting a healthy lifestyle within the workplace.

Work-Life Balance:

Organization of awareness campaigns and social programs, including group Ramadan Iftar and the Madayn Breakfast Day program, supporting a balanced integration between employees' professional and social lives.

National and Community Occasions:

Celebration of national, religious, and social occasions, such as the National Day, Omani Women's Day, Youth Day, and religious events. These celebrations contribute to strengthening institutional identity and fostering a spirit of engagement.

Internal Communication and Institutional Engagement

Implementation of workshops, awareness campaigns, and group activities that enhance internal communication and promote a culture of participation among employees



Training and Capacity Building

During 2025, Madayn implemented a diverse range of training programs aimed at developing functional capabilities, enhancing institutional readiness, and aligning training with business needs. This was achieved through a mix of in-person and digital programs, as well as institutional partnerships.

First: 2025 Training Plan

The Training Department achieved high operational efficiency by delivering 100% of the approved annual training programs, totaling 57 programs, with a strong participation rate of 97.4% of targeted employees (453 out of 465 employees).



Second: Effectiveness of Training Programs

The results of training impact assessments for 2025 showed a notable improvement in the second half of the year compared to the first half. The "Excellent" rating among employees increased from 41% to 55%, while among direct supervisors it rose from 46% to 57%, reflecting the effectiveness of the training programs and their positive impact on enhancing institutional performance.

Third: E-Learning Programs via the "Durbah" Platform

A range of high-quality training programs supporting the Department's annual plan were delivered through the platform, targeting different management levels:

Senior Management:

9

programs
(participants 27)

Middle Management:

10

programs
(participants 112)

Direct Supervisory Level

9

programs
(participants 276)

Additionally: Tailored training programs for Madayn were designed on the "Durbah" platform in collaboration with internal teams.

Fourth: Capability Development Programs and Initiatives

During 2025, the Training Department achieved tangible added value through diversifying training sources and strengthening local and international partnerships, which contributed to improving operational efficiency and generating positive financial and institutional impact.

International Training Scholarships:

Securing training scholarships offered by the People's Republic of China through the Academy for International Business Officials (AIBO) for 15 employees in the fields of investment, green energy, and sustainable development.

Individual and Specialized Training Programs:

Implementation of 73 individual training programs, in addition to the design and delivery of Madayn-specific programs through the "Durbah" platform, including internal programs and additional programs outside the approved training plan.

Institutional Partnerships:

Activation of cooperation with government and academic entities, which contributed to the implementation of training programs at no financial cost, achieving cost savings, and enhancing institutional reputation and social impact.

Fifth: Academic Qualification and Community Service

01

Approval of 21 requests for undergraduate and postgraduate studies inside and outside the Sultanate of Oman.

02

Training of 103 male and female students and graduates at the head office and industrial cities, supporting youth empowerment and enhancing their readiness for the labor market.



Health, Safety, and Environment: Regulatory Indicators Enhancing a Safe Work Environment

In line with Madayn's commitment to providing a safe and sustainable industrial environment, an integrated Health, Safety, and Environment (HSE) system continued to be implemented in 2025. The system focused on strengthening oversight, enhancing compliance levels, and building institutional readiness to manage risks and emergencies across industrial cities.

Health, Safety, and Environment Indicators

2025



5,879

inspection visits across industrial cities:

- (2,538 health inspections
- 3,301 health, safety, and environment inspections
- 40 insurance risk assessments)

26

emergency and evacuation plans:

27

water and food samples:

Health, Safety, and Environment Work Areas

01

Implementation of awareness initiatives to promote a culture of health, safety, and environment across industrial cities, including media campaigns and specialized workshops.

02

Organization of training and qualification programs for inspection and oversight staff and occupational health and safety specialists, covering emergency management and site safety in construction projects.

03

Strengthening institutional readiness through the preparation and review of emergency and evacuation plans, as well as the provision of first aid equipment and supplies.

04

Execution of regulatory and health monitoring programs, including water and food sampling projects and risk assessments related to industrial activities.

05

Participation in national initiatives and specialized conferences, in addition to exchanging expertise with relevant entities to support best safety practices.



A man wearing a white thobe and an orange ghutra is speaking into a microphone. He is standing in front of a backdrop that features the Arabic text "استراتيجية وتنويع" (Strategy and Diversification). The background is a blurred indoor setting with purple and blue lighting. A large orange square with the number "08" is overlaid on the left side of the image.

08

Madayn Across Geographies

Expanding Footprint,
Strengthening Economic Impact



Since its establishment in 1993, Madayn has represented a national vision for developing industrial cities and expanding the geographic spread of industrial activity across the Sultanate of Oman. Today, Madayn oversees an integrated network of industrial cities, technology cities, and free zones distributed across various governorates, contributing to economic diversification, attracting investment, and creating employment opportunities, in alignment with the objectives of Oman Vision 2040.

Madayn's ecosystem includes industrial cities in strategic locations, in addition to the Knowledge Oasis Muscat as a technology city and the Al Mazunah Free Zone, thereby enhancing the readiness of governorates and strengthening the industrial presence across the Sultanate.

Existing Industrial Cities



01 Rusayl Industrial City

Establishment Date: 1985
Location: Muscat Governorate – Seeb
Total Area: 10.9 million m²
Developed Area: 6.8 million m²
Active Contracts: 575 contracts
Industrial Profile: Industrial, commercial, service, logistics, development, and utilities service providers

03 Raysut Industrial City

Establishment Date: 1992
Location: Dhofar Governorate – Salalah
Total Area: 10.1 million m²
Developed Area: 4.0 million m²
Active Contracts: 247 contracts
Industrial Profile: Industrial, commercial, service, and residential

02 Sohar Industrial City

Establishment Date: 1992
Location: Al Batinah North Governorate – Sohar
Total Area: 28.4 million m²
Developed Area: 19.9 million m²
Active Contracts: 531 contracts
Industrial Profile: Industrial, commercial, service, and residential

04 Nizwa Industrial City

Establishment Date: 1994
Location: Al Dakhiliyah Governorate – Nizwa
Total Area: 7.2 million m²
Developed Area: 3.0 million m²
Active Contracts: 197 contracts
Industrial Profile: Industrial, commercial, service, and residential

Existing Industrial Cities



05 Al Buraimi Industrial City

Establishment Date: 1998
 Location: Al Buraimi Governorate – Al Buraimi
 Total Area: 14.4 million m²
 Developed Area: 4.5 million m²
 Active Contracts: 422 contracts
 Industrial Profile: Industrial, commercial, and service

06 Sur Industrial City

Establishment Date: 1999
 Location: Al Sharqiyah South Governorate – Sur
 Total Area: 36.1 million m²
 Developed Area: 7.8 million m²
 Active Contracts: 112 contracts
 Industrial Profile: Industrial, commercial, service, residential, and academic

07 Samail Industrial City

Establishment Date: 2010
 Location: Al Dakhiliyah Governorate – Samail
 Total Area: 11.9 million m²
 Developed Area: 7.8 million m²
 Active Contracts: 216 contracts
 Industrial Profile: Industrial, commercial, and service

08 Ibri Industrial City

Establishment Date: 2018
 Location: Al Dhahirah Governorate – Nizwa
 Total Area: 10.0 million m²
 Developed Area: 2.6 million m²
 Active Contracts: 20 contracts
 Industrial Profile: Industrial, commercial, service, and logistics

Existing Industrial Cities



09 Mahas Industrial City

Establishment Date: 2018
 Location: Musandam Governorate – Khasab
 Total Area: 1.55 million m²
 Developed Area: 1.44 million m²
 Active Contracts: 23 contracts
 Industrial Profile: Industrial, commercial, and service

10 Al Mudhaibi Industrial City

Establishment Date: 2018
 Location: Al Sharqiyah North Governorate – Al Mudhaibi
 Total Area: 9.0 million m²
 Developed Area: 1.34 million m²
 Active Contracts: 12 contracts
 Industrial Profile: Industrial

11 Suwaiq Industrial City

Establishment Date: 2024
 Location: Al Batinah North Governorate – Suwaiq
 Total Area: 12.2 million m²
 Active Contracts: 2 contracts

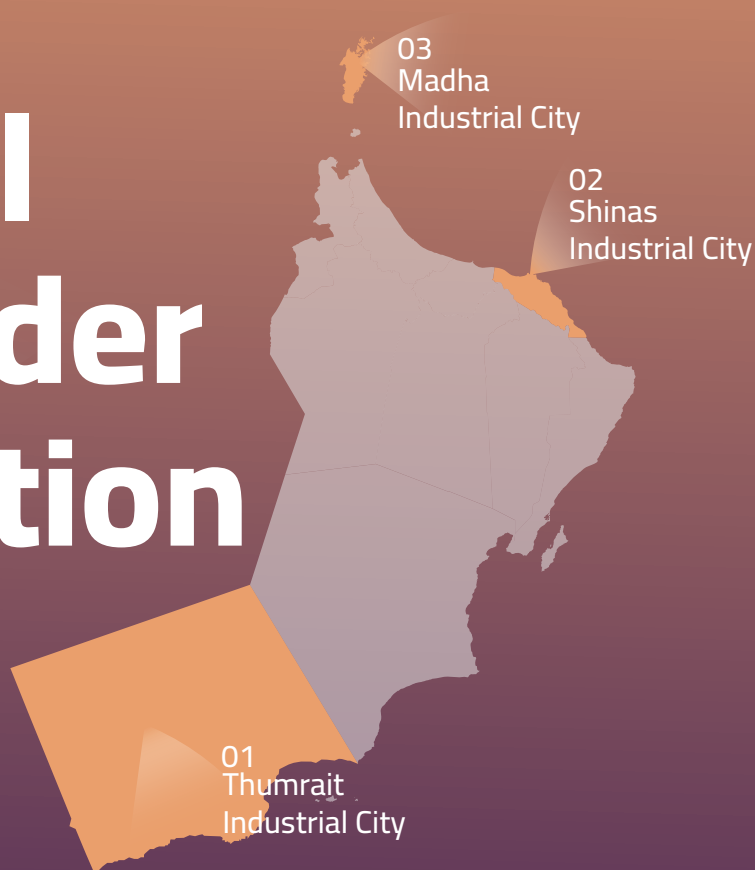
12 Al Wadi Al Kabir Industrial City

Establishment Date: 2022
 Location: Muscat Governorate – Muttrah
 Total Area: 2.14 million m²
 Active Contracts: 11 contracts

Key Achievements in 2025

Development of infrastructure and updating of the master plan, strengthening field inspections, accelerating contracts and licensing procedures, improving the overall landscape, and adopting the new investment regulations.

Industrial Cities Under Construction



As part of its future expansion, during 2025, Madayn continued to develop a number of industrial cities under construction, thereby enhancing the Sultanate's readiness to attract future industrial investments.

01 Thumrait Industrial City

Establishment Date: 2018

Location: **Dhofar**

Total Area: 3.94 million m²

Targeted industries: Mining, construction materials and supporting services.

02 Shinas Industrial City

Establishment Date: 2018

Location: **Al Batinah North Governorate**

Total Area: 5 million m²

Targeted industries: Mining, light industries, and logistics services.

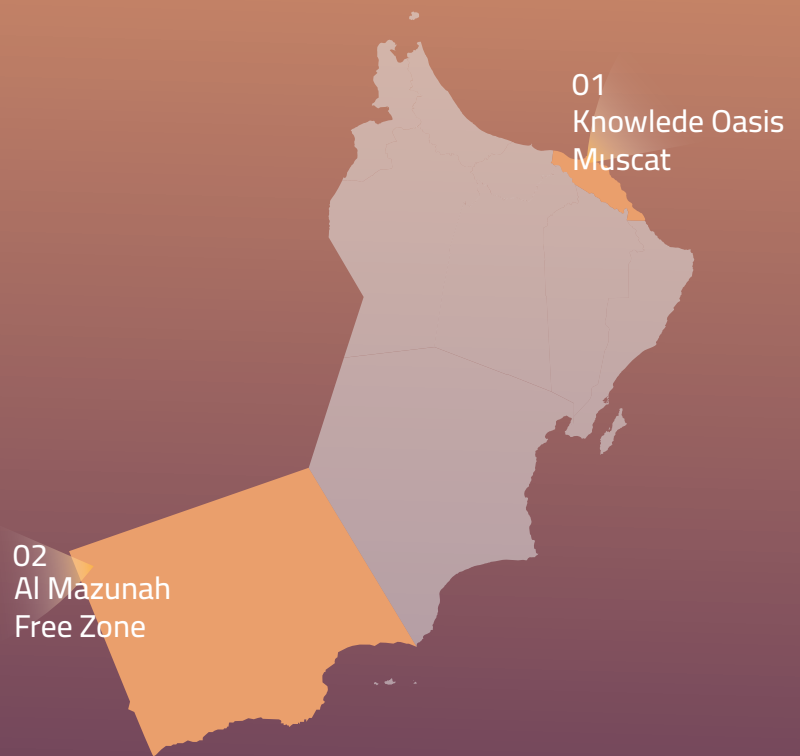
03 Madha Industrial City

Establishment Date: 2023

Location: **Musandam Governorate – Madha**

Total Area: 359,000 m²

Targeted Activities: Light and medium industries, logistics services, warehouses, technical services, and areas designated for industrial and commercial use.



Technology Cities

01 Knowledge Oasis Muscat

Establishment Date: 2003

Location: Muscat Governorate Muscat – Seeb

Total Area: 759,000 m²

Developed Area: 759,000 m² Active Contracts: 127 contracts

Activities: Information technology, education, training, and innovation.

Free Zones

02 Al Mazunah Free Zone

Establishment Date: 2005

Location: Dhofar Governorate – Al Mazunah

Total Area: 15.3 million m²

Developed Area: 3.18 million m² Active Contracts: 218 contracts

Activities: Logistics, commercial, light industrial, and tourism activities.



09

Success Stories of Companies within Madayn

Leading Industrial Models Embodying Innovation, Sustainability, and the Strength of National Investment

Behind every industrial achievement in our cities lies a success story that began with innovation and evolved into a tangible industrial reality. On these pages, we showcase examples of companies and projects that reflect the diversity and strength of Oman's industrial base, as well as its commitment to excellence and sustainability.

1 Tasnee Water Solutions Company LLC

Omani Leadership in Reverse Osmosis Membrane Technology

Overview:

Tasnee Water Solutions Company LLC is one of the advanced industrial projects in the Sultanate of Oman, specializing in the manufacture of reverse osmosis membranes for seawater and brackish water desalination. It operates from Samail Industrial City (Madayn), where it has a state-of-the-art production facility.

Global Leadership and Excellence

The company is the first in the GCC and Arab region, and the fifth globally in reverse osmosis membrane manufacturing, with an annual production capacity of 180,000 membranes, reinforcing Oman's position as a global hub for water treatment technologies.

Economic Impact and Sustainability:

The Company contributes to technology localization, empowerment of national talent, and the enhancement of local value added, in alignment with the objectives of Oman Vision 2040. It also represents a model of sustainable industry driven by innovation.

2 Phoenix Power Company

A Strategic Role in Oman's Energy System

Overview:

Phoenix Power Company is the owner and operator of the Sur Independent Power Project (SIPP), the largest power generation plant in the Sultanate of Oman, with a capacity of 2,000 MW, forming a critical component of the national electricity grid.

Strategic Indicators:

The Company contributes approximately 28% of the Sultanate's total power generation capacity and utilizes combined cycle technology to reduce emissions, supported by an international partnership.

Financial Sustainability:

The Company operates under a long-term Power Purchase Agreement valid until 2029 with the Oman Power and Water Procurement Company.

3 Al Ghaith Chemical Industries Complex

The Largest Private Industrial Investment in South Al Sharqiyah Governorate

Overview:

A major industrial facility located in Sur Industrial City, covering an area of 200,000 m² with an investment exceeding USD 125 million. It is classified as the largest private industrial investment in Al Sharqiyah South Governorate.

Technical Capabilities:

The Complex comprises five main plants and is distinguished by producing chlorosilane, the first production of its kind in the Middle East. This supports the silicon and solar energy industries and enhances industrial integration within the chemical sector.

Local Value:

The project provides more than 100 job opportunities (expected to reach 175 in the future) and contributes to achieving self-sufficiency in raw materials for the oil and gas sector and downstream industries.

4 Sohar Aluminium

A National Pillar in the Aluminium Industry and Logistics Infrastructure

Overview:

Sohar Aluminium is the first aluminium smelter in the Sultanate of Oman. It was established in 2004 as a strategic joint venture between OQ (40%), TAQA (40%), and Rio Tinto (20%).

Production Capacity and Logistics:

The Company has an annual production capacity of approximately 375,000 tons of aluminium. It operates an integrated logistics infrastructure that includes a dedicated port capable of accommodating large vessels with a capacity of up to 75,000 metric tons.

Sustainability:

The Company is committed to implementing environmental sustainability practices. It also contributes to strengthening local supply chains and stimulating industries linked to the aluminium sector.

5 Pragati Glass Gulf

Advancing the Glass and Industrial Packaging Industry

Overview:

Pragati Glass Gulf is a globally recognized company specializing in the manufacturing of glass containers and packaging solutions. It was established in 1982 and brings over four decades of experience in producing packaging for the perfumes, cosmetics, food, and pharmaceutical sectors.

Technical Capabilities:

The company is distinguished by its advanced production lines and manufacturing technologies for high-quality glass containers. It also provides integrated solutions that include container design, decoration, printing, and packaging processes to meet the requirements of global brands.

Industrial Value:

The company contributes to strengthening value chains related to the glass and packaging sector and supports industries linked to perfumes, food, and beverages. This enhances industrial diversification and supports the growth of downstream manufacturing industries.

6. Indra Group

Global Leadership in Technology, Defence, and Digital Transformation

Overview:

Indra Group is a global company headquartered in Madrid, Spain, operating in more than 140 countries. As of the end of 2025, it employs approximately 61,000 professionals worldwide. It is recognized as one of the leading providers of technology and consulting solutions in the fields of defence, aerospace, air traffic management, transport, and digital transformation.

Technical Capabilities:

The group delivers integrated defence solutions, including radar systems, communications systems, and command-and-control platforms. It also provides advanced air traffic management solutions that enhance safety and operational efficiency. In addition, it supports the digitalization of transport infrastructure (roads, railways, ports, and airports), develops space and satellite solutions, and leverages artificial intelligence and cybersecurity technologies to protect critical infrastructure and strengthen digital sovereignty.

Economic and Strategic Value:

Indra Group contributes to strengthening technological and security infrastructure and supports digital transformation across critical sectors. This enhances operational efficiency while improving readiness and sustainability levels.

Appendices

Investment Map of Cities Operating Under Madayn's Umbrella



Together in the Journey of Success: A Word of Appreciation to Investors, Partners, and Employees

In conclusion, the Public Establishment for Industrial Estates (Madayn) extends its sincere gratitude and appreciation to all partners who have contributed to the achievements realized across the industrial cities, Knowledge Oasis Muscat, and the Al Mazunah Free Zone during 2025.

We also express our deep appreciation to investors and entrepreneurs who have placed their trust in Madayn and chosen its industrial cities as a platform for developing their businesses and expanding their investments. This partnership marks a fundamental pillar in supporting the national economy and advancing the economic diversification journey in the Sultanate of Oman.

We also extend our sincere appreciation to our government and private sector partners, whose effective collaboration has played a pivotal role in advancing the investment environment and strengthening the integration of efforts toward achieving industrial development objectives, in alignment with the goals of Oman Vision 2040.

We further commend the dedicated efforts of Madayn's employees across all sectors and departments, who have worked with a unified team spirit, commitment, and a strong sense of responsibility to deliver high-quality services to investors, enhance infrastructure development, and accelerate digital transformation. These collective efforts have contributed to improving institutional performance efficiency and achieving excellence in service delivery.

The achievements realized during this year stand as a testament to effective partnership, integration, and shared commitment among all stakeholders. They also serve as a strong foundation and continued impetus to advance toward a more competitive and sustainable industrial future.

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