



خزائن
khazaen

Annual
Report

20
25







"Local investment constitutes one of the basic pillars of diversification of the national income. After we launched a set of national programmes and furnished proper suitable grounds, we hereby urge all to invest funds locally. We have lucrative investment opportunities at hand in all fields, and we look forward to seeing our country a destination for pioneering investments, notably in spheres that consolidate our approach to expand the volume of the national economy and diversify the sources of income. Our country, thanks be to the Almighty Allah, boasts a wide range of competitive incentives, great potentials and promising opportunities that need to be utilized."

His Majesty Sultan Haitham bin Tariq
- may Allah protect him.
January 11, 2022

Contents

Overview, Khazaen Economic City	10
2025 at a Glance	14
Location and Logistical Integration	24
Investment Performance and Indicators	30
Food City	32
Logistics and Dry Port	34
Industrial Sector	38
Pharmaceutical City	40
Supportive Business Environment	42
Governance and Institutional Excellence	46
Institutional Partnerships and Developing Knowledge System	50
Working Team	52
Visits, Participations, and City Updates	54
Key Signed Investment Agreements	60



Chairman's Message ■

It gives me great pleasure to present to you the city's annual report, through which I will review the fruits of a year filled with achievements and diligent work. The year 2025 was exceptional by all measures. Thanks to Allah, and then to the unlimited cooperation and support of various government and private entities, the confidence of investors, and the dedication and sincerity of the City's management and our employees, we were able to achieve qualitative leaps at all levels, reinforcing the position of our city as a leading investment destination and an environment that fosters business and innovation.



The most notable achievement of that year, 2025, is the remarkable growth in the number of companies that have chosen Khazaen as a location for their investments and businesses. The number of cumulative investment agreements exceeded 145, and the City attracted investors from 20 different nationalities, in addition to more than 40 small and medium enterprises (SMEs) operating within the city ecosystem. By the end of December 2025, the cumulative investment volume reached about OMR 834 million, of which OMR 634 million were foreign investments and OMR 200 million were local investments, with a 63% growth in added investments- the highest among special economic zones and free zones. These investments also contributed to the creation of more than 2,000 job opportunities, with over 54 projects under construction. This proves the attractiveness of the City's investment environment and the confidence of entrepreneurs and investors in the services and facilities provided by the city, which help transform ideas into successful and sustainable projects.

In conclusion, I would like to reiterate my thanks and appreciation to all our partners- shareholders, investors, and employees- for their invaluable trust and continued support. We also extend our deepest gratitude and appreciation to His Majesty Sultan Haitham bin Tarik- may Allah protect him- for his gracious patronage that serves as a source of inspiration and unwavering motivation to continue building and giving, and to consolidate the comprehensive development journey our country is enjoying under his wise leadership.

As we review the achievements of the year 2025, we look forward to 2026 with greater determination and perseverance to achieve our ambitious goals and make Khazaen Economic City an inspiring success story and a model of partnership between the private and public sectors.

Engineer/ Kalat bin Ghuloom bin Hassan Al Balushi
Chairman of the Board of Directors of Khazaen Economic City

CEO's Message ■

Welcome to Khazaen Economic City- the City of opportunities and business- the first economic city in the Sultanate of Oman developed using a Public-Private Partnership (PPP) model, to be a national model for empowering the private sector and enhancing its role in the economic development.

On behalf of my colleagues, I am honored to present to you the 2025 Annual Report, which highlights the most significant achievements.

The development of Food City was one of the most important initiatives, supporting food security and the sustainability of the supply chains. Investments of this



city reached about OMR 167 million, distributed across 23 projects, most notably the Silal Central Market, the Industrial Bakery, and the Factories of Food and Biotechnology.

The Pharmaceutical City is also the largest national complex for human and veterinary pharmaceutical industries and biotechnology. It attracted 12 projects with investments of nearly OMR 177 million, reinforcing pharmaceutical security and reducing reliance on imports.

With investments exceeding OMR 50 million, distributed across 25 projects in the logistics sector, modern logistics centers have been developed to support cold and supply chains. Meanwhile, the manufacturing sector witnessed remarkable growth with the localization of 81 projects, valued at approximately OMR 350 million, thereby enhancing local value added and national exports.

Thanks to these efforts, Khazaen has become one of the fastest-growing and most attractive economic cities for investment over the past two years and received local and regional awards, including the Best Investment Destination Award.

In conclusion, I extend my sincere thanks and appreciation to the Board of Directors for sound guidance, to our partners for their generous and continuous support, and to the investors for their trust and proper choice, in addition to my work team colleagues for their sincere and diligent efforts. We look forward to continuing our journey of growth and development in a way that contributes to the achievement of the objectives of Oman Vision 2040, under the wise leadership of His Majesty Sultan Haitham bin Tarik- may Allah protect him. Finally, we pray to Almighty Allah to continually grant our beloved country the blessings of everlasting security, stability, prosperity, and progress.

Eng. Salim bin Sulaiman Al-Thahli
Chief Executive Officer

Overview

Khazaen Economic City ■



Khazaen is an integrated national project aimed at attracting local and foreign investment in key economic sectors such as logistics, industry, food, pharmaceuticals, technology, finance, commerce, and circular economy. It was established according to Royal Decree (No. 44/2023) issued on July 3, 2023, to be an economic pillar contributing to the economic development of the Sultanate of Oman. It provides a sophisticated investment environment and an integrated, attractive infrastructure that ensures the success of investment projects within the city.

The city is based on the principle of Public-Private Partnership (PPP). The regulatory aspect of the city is supervised by the Public Authority for Special Economic Zones and Free Zones (OPAZ), while Asyad Group serves as the city operator, and Khazaen Economic City Company (LLC) is the city developer. This comes in line with the growing global belief regarding the necessity of Public-Private Partnership and its impact on reshaping the economies in major nations, as well as being aligned with the objectives of Oman Vision 2040. Khazaen was launched to serve as the foundation for this partnership model in the development, management, and operation of integrated economic cities.

National

Objectives ■



Contributing to economic diversification and increasing GDP



Maximizing the private sector contribution to economic development



Attracting high-quality, value-added Domestic Direct Investments (DDIs) and Foreign Direct Investments (FDIs).



Maximizing domestic spending on goods and services



Creating business opportunities for small and medium enterprises (SMEs)



Creating job opportunities for national talent in various sectors



Cumulative Investment Volume by the End of December 2025 ■



2025 at a Glance ■



A Year of Consolidating Operations and Success-Driven Expansion

The year 2025 marked a milestone in the journey of Khazaen Economic City, as the city transitioned from the phase of completing infrastructure and attracting projects to the phase of consolidating actual operations and expansion driven by operational success, supported by an integrated system combining the operation of a number of food security projects in Food City with the expansion of attracting a number of projects in the pharmaceutical industry in Medicine City, in addition to the signing of High-Quality Agreements in light and medium industries, logistics services, and local value-added.



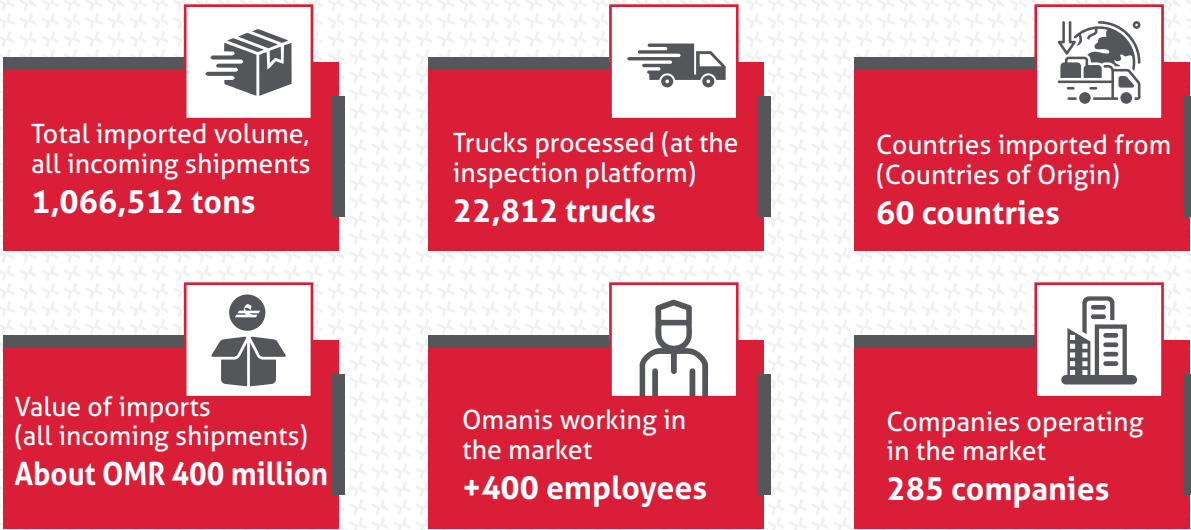
Actual Operation Drives Expansion

After the launch of operations in 2024, Silal Central Fruit and Vegetable Market continued, during 2025, to solidify its position as a national hub and international platform for the import, export, storage, and distribution of fruits and vegetables in the Sultanate of Oman, driven by growing demand for its integrated operational and logistics services. This performance contributed to the gradual expansion of the market's activities, reinforcing its role as an early start of the Food City in Khazaen Economic City and a corner stone of the food security system at the national level.

Silal is the largest and most advanced central market for fruits and vegetables in the region, with private sector investments exceeding OMR 50 million. It covers an area of over 500,000 square meters, expandable in the future to enable it to accommodate the rapid growth in trading volume and the diversification of activities related to food supply chains.

The market plays a pivotal role in organizing and improving cold and supply chains, reducing agricultural losses/waste to less than 5 percent from 30–35 % previously, and raising the quality and safety standards of agricultural products. Silal also provides a stable national marketing outlet for local producers and Omani farmers, creates promising business opportunities for small and medium enterprises, and offers quality job opportunities for national cadres, thereby enhancing local value added and supporting the sustainability of the agricultural sector.

Silal Central Market (June 22, 2024 – December 31, 2025)



2025 at a Glance

Industrial projects supporting food security



Operation of the first phase of
the animal and aquaculture
feed plant belonging to Oman
Bio-Products Company



Annual production capacity:
48,000 tons of animal
feed



15,000 tons
of aquaculture feed



Omanization rate:
over 80%



Construction investment:
OMR 36 million



Implementation of an advanced circular economy model

70% of inputs
sourced from
the local
market,
including:

Green agricultural residues in partnership with Oman
Environmental Services Holding Company (Be'ah),
low-quality dates unfit for human consumption, and
other inputs from local suppliers,



Aimed at enhancing self-sufficiency and reducing reliance on imports



2025 at a Glance ■

More than 10 additional factories entered Commissioning Phase and started commercial operation.



Notably: Food Development Company's factory for ready-to-eat and frozen bakery products.



10 diverse production lines



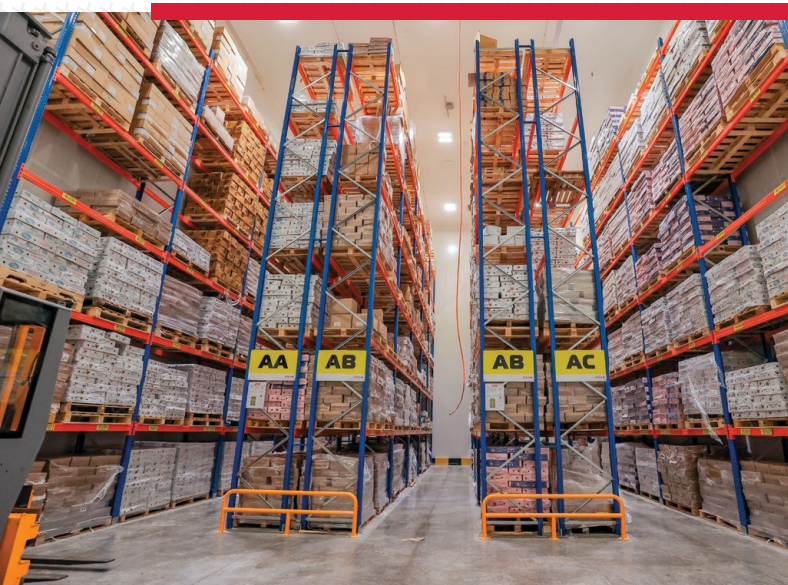
Production capacity: 80 tons per day



Products: ready-to-eat and frozen baked items and food products



2025 at a Glance ■



Regulatory Readiness aligned with Operation

In 2025, a one-stop-shop system was launched and managed by Asyad Group in close coordination and partnership with the Public Authority for Special Economic Zones and Free Zones (OPAZ) and Khazaen Economic City. This step streamlined procedures, expedited transactions, and enhanced the efficiency of services to investors, positively impacting the investment experience and project readiness.



Integrated Logistics Ecosystem

The logistics sector in Khazaen Economic City continued its growth during 2025, supported by operational partnerships with Gulf Warehousing Company (GWC) in the areas of dry and cold storage, transportation and distribution, and digitally supported supply chain solutions, thereby enhancing the efficiency of goods movement and reducing operating costs across various stages of the logistics chain.

In the same context, the city attracted strategic logistics projects which are currently under development, including the Al Mana Group Logistics Center. This represents a qualitative addition to the logistics services ecosystem, and aligns with the objectives of Oman Logistics Strategy, as well as reflecting the confidence of regional investors in the city's readiness and competitive advantages.

2025 at a Glance ■

International Investments Strengthen the City's Position

In 2025, significant investment agreements, valued at roughly OMR 216 million, were signed in the industrial sector, reflecting the growing confidence of international investors in the Outstanding business environment provided by Khazaen Economic City. The city also led the growth of added investment in Oman, compared to other economic cities, recording a 63% increase. This is a clear indicator of the accelerating pace of expansion and its success in attracting qualitative projects. This achievement further proves that the city is not merely an industrial cluster, but also an integrated economic hub that reinforces the value of investment assets and attracts major local and international projects.



Local Value Added and Growing Confidence

The projects launched in Khazaen Economic City have contributed to enhancing local value added across supply chains, creating quality job opportunities for national talent, and opening broader horizons for small and medium enterprises, which confirms that 2025 was a year for consolidating operations, building trust, and launching a sustainable expansion driven by tangible results on the ground.



Location and Logistics Integration

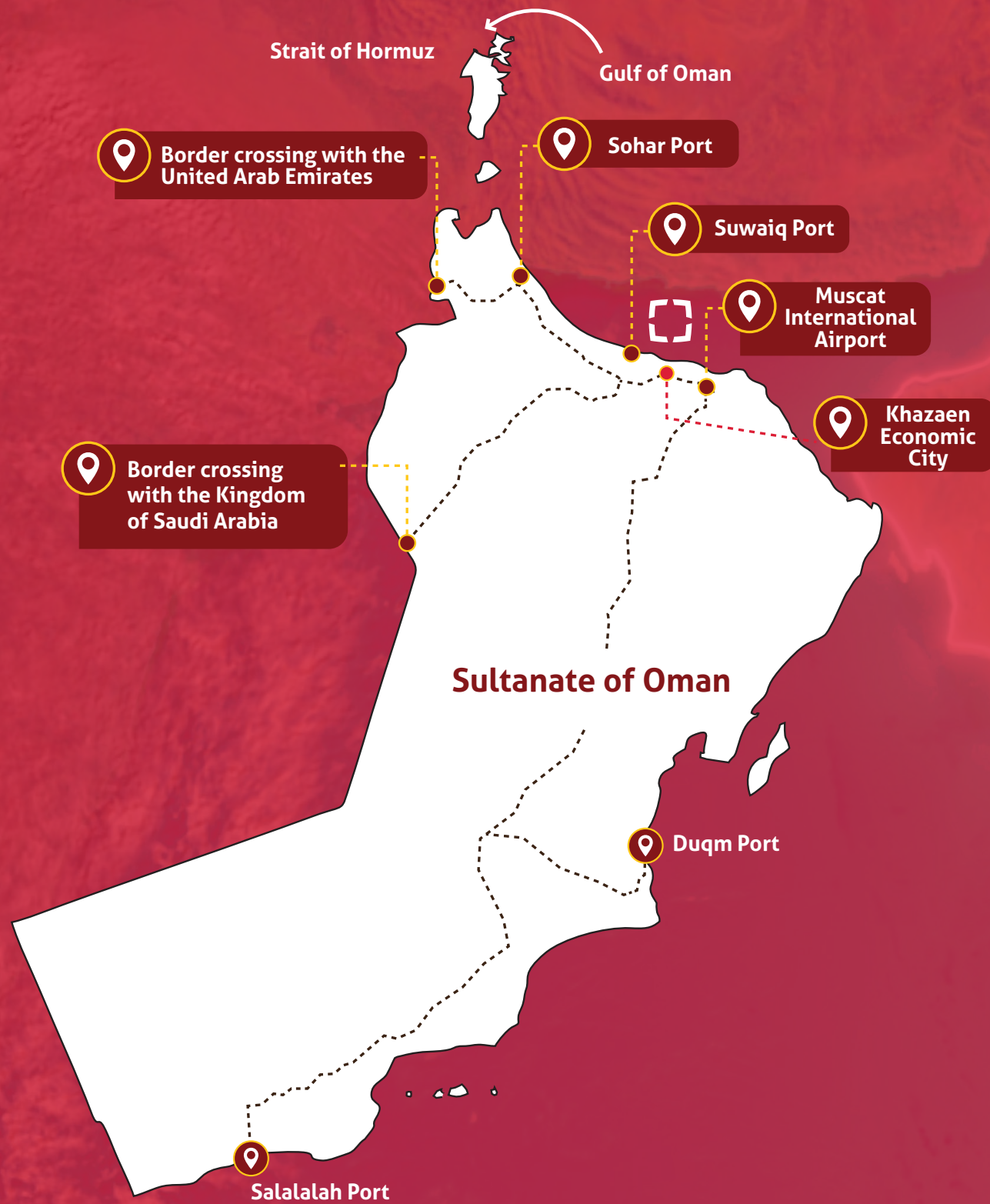
Khazaen – A Distinctive Strategic Location

Greater Muscat – Oman's Growth Hub

Khazaen is an integral part of the Greater Muscat master plan. It occupies a strategic location on Al Batinah Expressway, and it is linked to a robust logistics infrastructure along the path of residential, commercial, and industrial expansion of the Governorates of Muscat and South Al Batinah.



Access to all means of transport



One of the most prominent advantages of Khazaen Economic City is its connection to a advanced transportation infrastructure, which supports the growth of logistics services. This includes its direct connection to Al Batinah Expressway, Sohar Port, Muscat International Airport, and passing through border areas, making it a strategic economic hub close to local and global markets.



Port of Sohar:
165 km,
2 hours by car



Port of Suwaiq:
52 km,
35 minutes by car



Muscat International Airport:
50 km,
30 minutes by car



Border crossing with the United Arab Emirates:
259 km,
2.5 hours by car

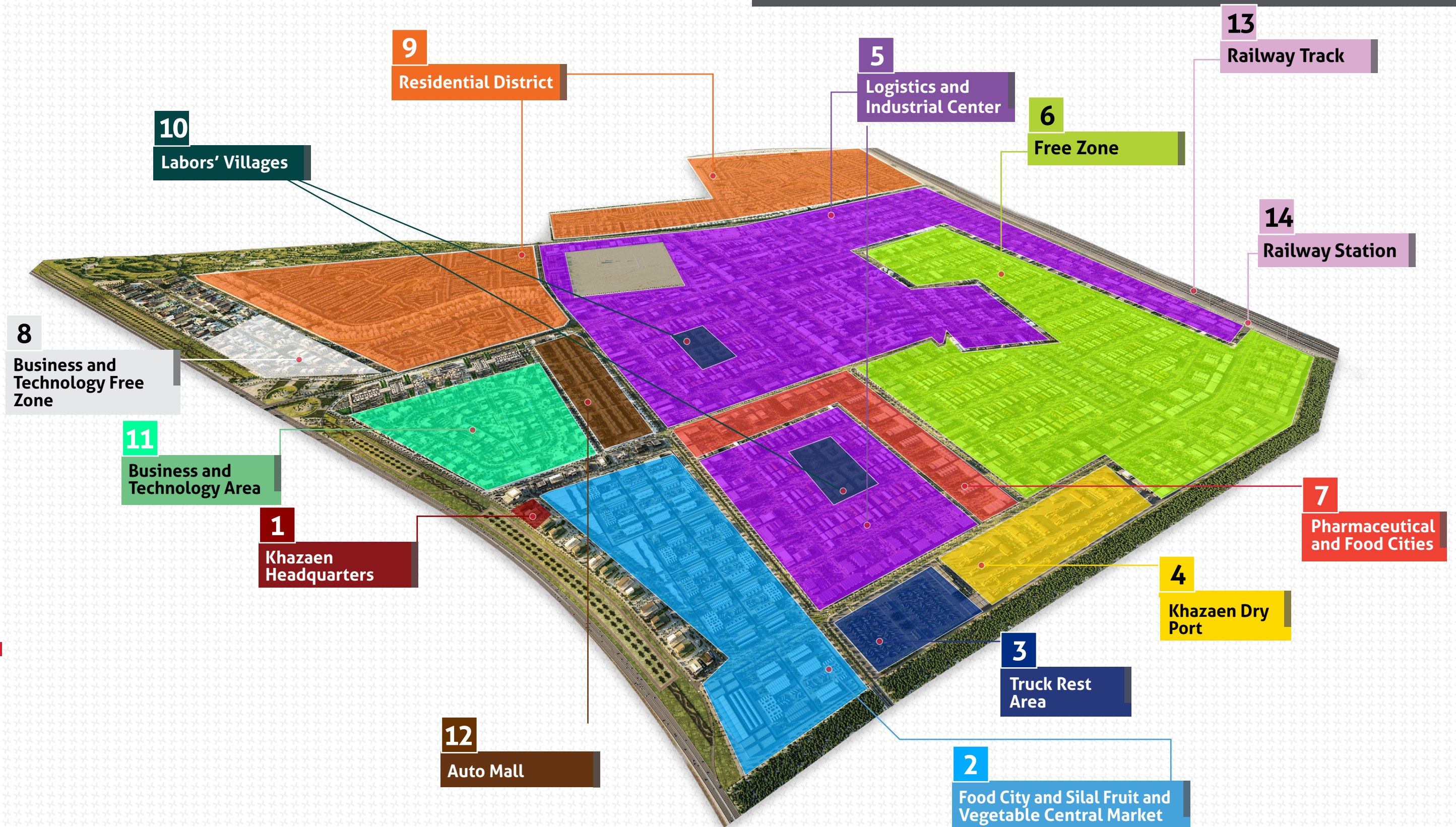


Border crossing with Saudi Arabia:
325 km,
4 hours and 15 minutes by car

An Integrated Economic City

Khazaen is an Integrated Economic City

Khazaen Economic City represents an integrated urban model. It was designed according to a smart planning that considers the optimal distribution of logistics, industrial, service, commercial, and residential zones. This planning ensures the integration of operations and smooth movement within the City, enhancing the operational efficiency of both institutions and investors, making the City an ideal platform for sustainable economic and investment growth.



Investment Performance and Indicators

From Quantitative Growth to Investment Maturity



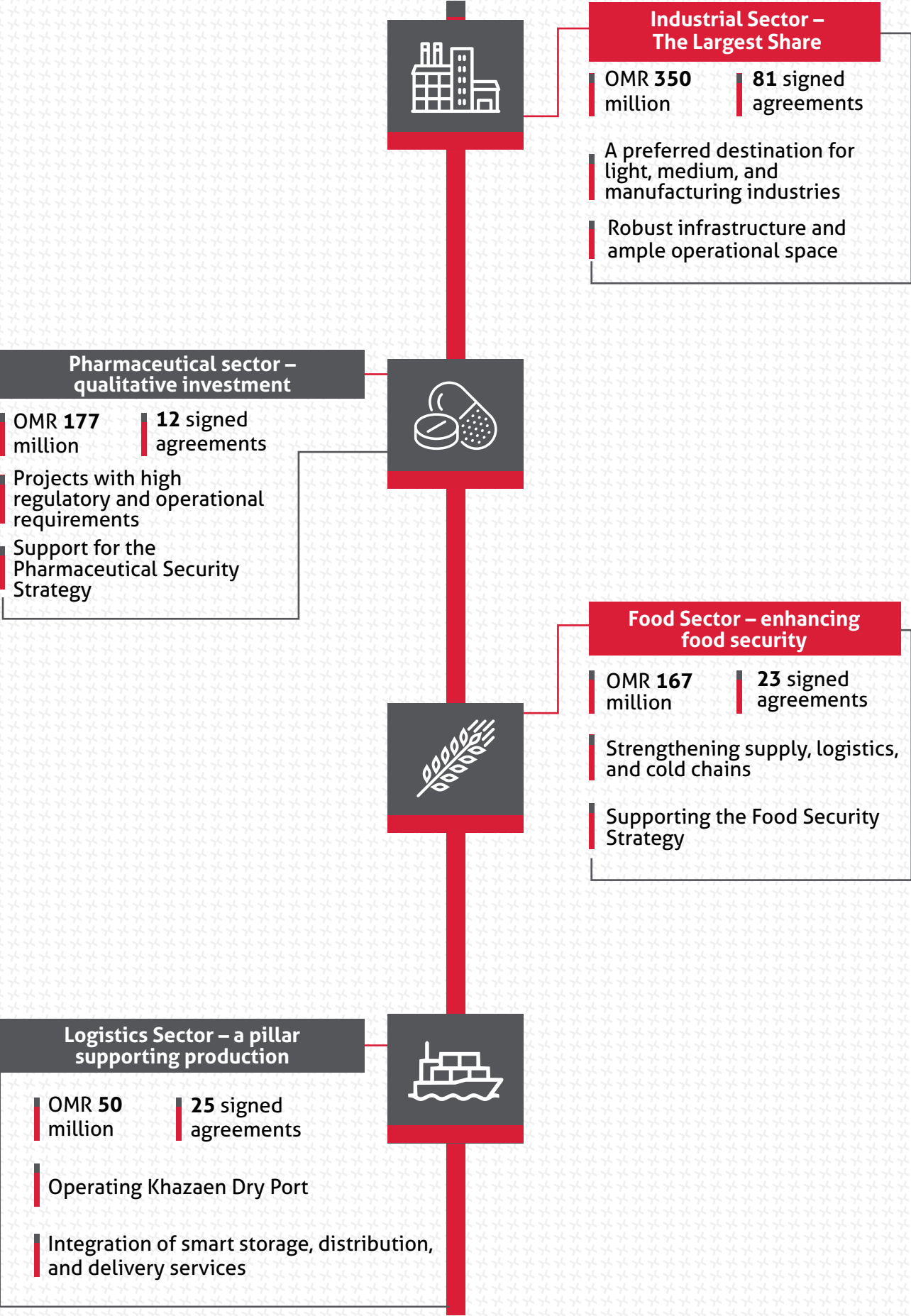
By the end of 2025, the investment indicators for Khazaen Economic City reflect the city's transition from a phase of quantitative growth to a phase of investment maturity. The total volume of attracted investments exceeded OMR 834 million, of which OMR 634 million were foreign direct investments, and OMR 200 million were domestic investments. This distribution demonstrates clear confidence from international investors in the city's investment environment and its ability to absorb long-term capital in strategic productive sectors.

This investment momentum resulted in a diversification of agreements and projects. More than 145 investment agreements were signed, and the City succeeded in attracting investors from over 20 nationalities, reflecting the diversity of investment sources and avoiding reliance on a single market or sector. This diversity is an important stabilizing factor that reduces the risk of economic fluctuations and strengthens the resilience of the City's investment ecosystem.



It is also noteworthy that the attracted investments were not concentrated in a single sector, but rather distributed across six key economic sectors, in line with Oman Vision 2040. This reflects the City's clear strategic planning vision and its ability to direct investment towards interconnected sectors that support one another, rather than toward isolated, short-term projects.

Major Investors' Confidence: Figures translate to Long-term commitment



Food City



Food City: Production, Processing, Packaging, and Logistics at One Site

Food City serves as the beating operational heart of the food industry in Khazaen, where commercial operations at Silal Market converge with cold chain, supply, and handling operations, as well as value-added industries. While Silal Market addresses marketing gaps and reduces waste, factories, such as Oman Bio-Products, convert wasted local inputs into animal feed, while packaging factories such as Al Watania Al Khalijia for paper products play a complementary role in protecting food products and supporting the stability of local supply chains, in addition to their role in the transition toward a circular economy through the optimal utilization of natural resources and by-products.



Jasmine Oriental for Food

Business Regional Coffee Roasting and Distribution Center

Investment Value:
OMR 15 million



The project includes:
production lines,
refrigerated storage
facilities, and showrooms



Area: 60,000
square meters

Strengthening
food security



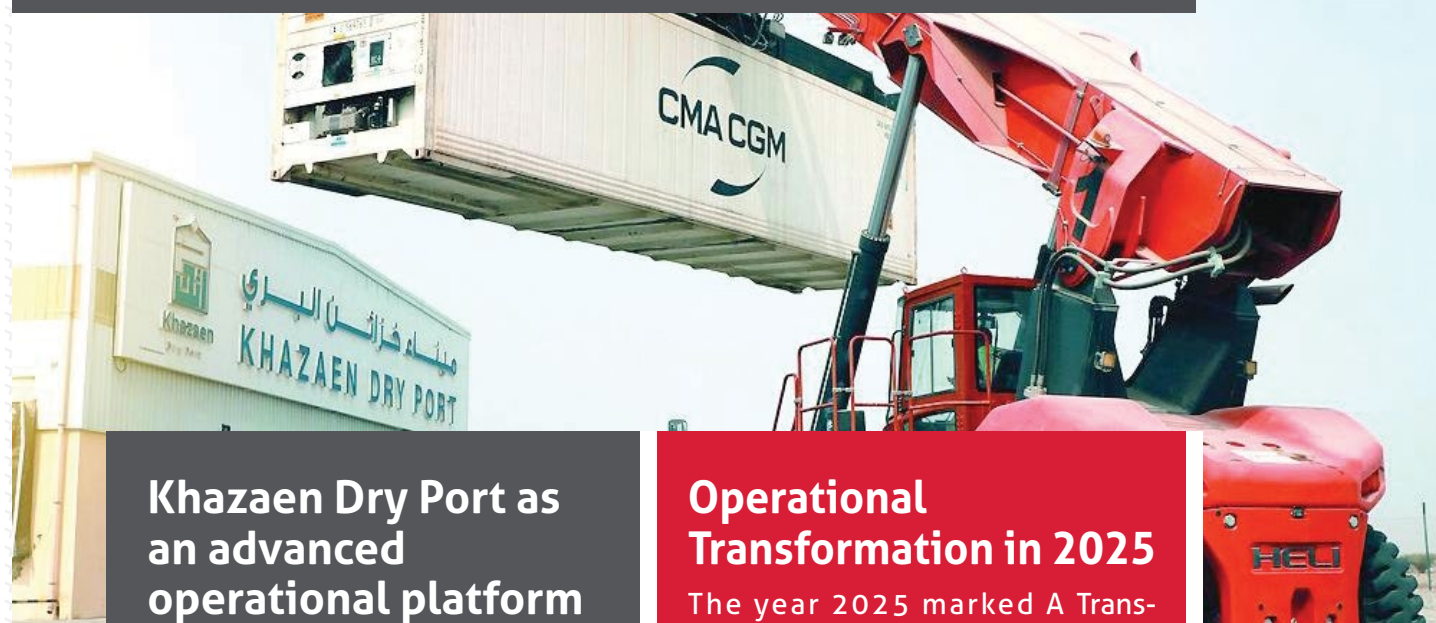
Local value added



Largest coffee
roasting center
in the Middle
East



Logistics and Dry Port



Khazaen Dry Port as an advanced operational platform

Khazaen Dry Port is managed by ASYAD Group in partnership with the private sector. It plays a pivotal role in connecting industrial and commercial activities within the city to seaports, airports, and border crossings, and has contributed to reducing transit times, lowering transportation costs, and improving the efficiency of storage, handling, and distribution operations.

Operational Transformation in 2025

The year 2025 marked A Transformational Shift in the performance of the logistics sector in Khazaen Economic City, with the commencement of full-scale operations and the growing role of the Khazaen Dry Port as one of the key strategic components of the supply chain system, supported by a ready infrastructure, a strategic location, and operational and organizational integration that enhances the efficiency of goods movement locally and regionally.

The first international Dry Port in Oman opened on December 15, 2021



Investment value:
OMR 3 million



Capacity: 70,000
TEUs annually



Area: 100,000
square meters



Logistics connectivity
(OMKDP) to local and
global ports



Customs inspection
and agricultural
quarantine services



Integrated
electronic
connectivity

Strategic Partnership in Less-than-Container Load (LCL) Shipping

In 2025, Khazaen Dry Port signed a strategic agreement with SSC Consolidation, a global company specializing in less-than-container load (LCL) services and non-vessel-operating common carrier (NVOCC) shipping, to establish an integrated hub for the consolidation and distribution of LCL shipments within the port.



Impact of the Agreement on Supply Chain Efficiency

Under this agreement, the customs warehouse at Khazaen Dry Port was designated as a main hub for unloading and redistributing less-than-container-load (LCL) cargo within the Sultanate, which helped expedite customs clearance procedures, reduce transportation costs, and improve supply chain efficiency for local and regional companies.



International Trade Linkages and Support for Re-export

The agreement included the operation of weekly direct routes connecting Khazaen Dry Port to ports in the United Arab Emirates, Germany, the United States, Belgium, and India, as well as the inclusion of the port as a final destination on bills of lading, which strengthened the trade network and supported re-export traffic through the Sultanate of Oman.



Operational Integration with ASYAD System

Shipping and distribution operations at Khazaen Dry Port rely on the integrated logistics services system provided by ASYAD Group. This system encompasses transportation, handling, warehousing, and supply chain management, reflecting the port's readiness and the world-class quality of its facilities.



The company operates an integrated logistics sorting center in Khazaen Economic City, used to manage collection, distribution, and shipment tracking operations. It leverages the company's on-site customs inspection facility for fast and reliable shipment clearance and supports integrated warehousing, secure packaging, and rapid distribution services, enhancing supply chain efficiency, particularly for e-commerce and SMEs.



Nool Project: Smart Delivery Solutions and Support for the National Logistics System

Due to an advanced national model for (last-mile) delivery services supported by digital technologies, the presence of the Nool delivery platform in Khazaen Economic City represents a significant addition to the modern logistics system. Nool operates as an integrated logistics platform, extending its operations beyond Khazaen City to cover all governorates of the Sultanate of Oman. Its operational network comprises 27 branches and a fleet of 88 vehicles, reflecting its substantial economic impact and the breadth of its services.

One of the leading national models for creating quality job opportunities in the logistics and service sectors.



247
employees



37 managers
across various
departments



219 delivery
personnel

100%
Omani
workforce

**High-Quality Job
Opportunities in the logistics
and service sector**

Integrated Logistics Center

The Integrated Logistics Center project by Al Seeb Technical Est. (SARCO) LLC – a subsidiary of the Qatari Saleh Al Hamad Al Mana Group – is a significant investment in the logistics sector within Khazaen Economic City. The project aims to establish a modern, advanced center that offers warehousing and distribution services in accordance with global best practices in logistics, thereby enhancing supply chain efficiency and meeting the needs of local and regional markets.

The investment in the project amounts to approximately OMR 20 million, and its total area spans about 37,000 square meters, making it one of the prominent logistics projects that strengthen the infrastructure of the logistics sector in the City. The center will feature state-of-the-art facilities for warehousing, distribution, and transportation management, as well as integrated logistics solutions leveraging modern technologies to ensure operational efficiency and rapid service delivery.

The project contributes to supporting trade and strengthening the position of Khazaen Economic City as a strategic logistics hub in the Sultanate of Oman, while also creating job opportunities and supporting the growth of economic activities related to the logistics sector.



Strategic Logistics Projects Under Development

In parallel with its operational launch, Khazaen Economic City has continued to attract strategic logistics projects under development, including Al Mana Group Logistics Center project, which represents a significant addition to the 3PL and 4PL service ecosystem and reflects regional investors' confidence in the city's readiness.

Economic and Competitive Impact

This development has contributed to consolidating Khazaen Economic City position as an advanced logistics hub that supports trade and manufacturing, enhances the competitiveness of the local market, and attracts global investments, underscoring the logistics sector transition from the preparatory phase by 2025 from the planning stage to the operational phase, in line with the objectives of Oman Vision 2040.

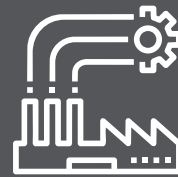


The Industrial Sector



Also in 2025, another agreement was signed with Harmony Global Investment Company to establish an integrated industrial complex for building materials. This complex covers an area of 150,000 square meters and represents an estimated investment value of approximately OMR 16 million. These two projects represent a significant addition to the city's international investment portfolio and reflect the growing confidence of international investors in the business environment offered by Khazaen.

From Individual Projects to an Integrated Industrial Ecosystem



In 2025, the industrial sector in Khazaen Economic City transitioned from the project development phase to the industrial integration phase. A strategic investment agreement was signed in 2025 with Muscat Changming Investments LLC to establish a fully integrated Chinese industrial complex within Khazaen Economic City, marking the first and largest Chinese investment attracted to the city since its establishment. The project spans over 160,000 square meters, with an estimated investment value of approximately OMR 200 million, and includes a range of industrial and logistics facilities supporting light and medium industries across several sectors.



Galfar Engineering and Contracting

The first company to relocate from Ghala Industrial to New Ghala in Khazaen

Investment Value:
OMR +5 million



Includes:
An engineering workshop,
operational warehouses,
and a workers' camp



Area:
162,000
square
meters

Integrated
Facilities
Services Center



Easy and flexible
logistics solutions
away from traffic
congestion



Heavy Vehicle
Maintenance
Training Center

Pharmaceutical City



Pharmaceutical City: The natural extension of the pharmaceutical industrial cluster

Pharmaceutical City is developing as a specialized industrial cluster aimed at localizing pharmaceutical and healthcare product industries. Announced investments in this sector have exceeded 12, with an investment value of approximately OMR 177 million. The Pharmaceutical City logic is based on the integration of regulatory compliance, manufacturing, warehousing, logistics, and storage services, which enhances pharmaceutical security and creates an industrial base capable of meeting local market demands and expanding into future exports.



The most prominent investments in the pharmaceutical City



Gulf Pharmaceutical Industries



Oman Medical International Company (Medical Gases)



Bio Genomics (Insulin Manufacturing)



Opal Biopharma (Pharmaceutical Packaging and Manufacturing)



Kunz Business Trading Co. (Dental Implant Factory)



Miran Pharmaceuticals (Medical Equipment Factory)

Opal Biopharmaceuticals and Business Company (OPAL Pharma)

Oman's first human vaccine factory, Phase 1,
was inaugurated in December 2025

Investment value:
OMR 60 million



Project implementation phases:
Phase 1 - Secondary Packaging
Phase 2 - Integrated Factory and Production Lines



Area: 37,000 square meters

Products:
Biopharmaceuticals (Adalimin, Insulin, and Erythropoietin)



Research and Development Center for Knowledge Transfer and Training



A new guarantee for pharmaceutical security and local added value



Supportive Business Environment

Khazaen Economic City relies on an integrated support system that serves as one of the main drivers of its operational maturity and investment attractiveness. This system is not limited to providing land and infrastructure but extends to include regulatory, financial, and institutional services that help accelerate the investment cycle, reduce operational risks, and enhance the long-term sustainability of projects.



Investor's visit



First: The One-Stop Shop – A Regulatory Environment Supporting Rapid Completion

Managed by Asyad Group in coordination with relevant authorities, the One-Stop Shop is a cornerstone in streamlining and expediting procedures within Khazaen Economic City. It provides a single window for processing transactions and permits related to investment activities. The operation of the One-Stop Shop has contributed to enhancing institutional coordination efficiency, reducing the time required to complete procedures, and transforming the regulatory environment into a model that supports actual operations, which directly impacts the speed at which projects move from the signing stage to implementation.



Services provided by the One-Stop Shop:





Second: Banking Services – Supporting Operational Stability

Khazaen Economic City is committed to providing an integrated operating environment that supports the stability of investors and companies operating within the city. This has been achieved through the availability of on-site banking services. The city currently hosts several local banks offering their services-including Sohar Islamic, Dhofar Islamic, and Ahli Islamic - enabling investors to conduct their daily financial transactions, access financing, and efficiently manage cash flow. This active banking presence reflects the actual demand within the city and enhances its appeal to attract more financial institutions in the future.



Third: Al Maskan Labor Village

This village provides comprehensive housing and recreational services for city employees, encompassing various needs such as meals, fully serviced accommodation, shops, and sports and recreational facilities, all in one location, within a 10-minute walk from the residence to the workplace. This significantly enhances the quality of life for city employees at all job levels and contributes to the city's sustainability.



Al Maskan Labor Village

A fully integrated workers' village opened in May 2024

Investment value: OMR 22 million



Capacity: +3,000 workers and employees



Community, recreational, and sports facilities



Healthcare services



Catering services



Retail outlets and banking services



Governance and Institutional Excellence

The regulatory framework pursuant to Royal Decree No. 44/2023



Regulator: Public Authority for Special Economic Zones and Free Zones (OPAZ)



Operator: Oman Logistics Company (OLCO)



Developer: Khazaen Economic City LLC

Rules and Regulations

A comprehensive set of Rules and Regulations has been issued, serving as the governing framework for all investors and licensed activities within the city, ensuring clarity regarding obligations and rights and regulating the relationship between the various parties. These regulations aim to achieve a disciplined and fair operating environment characterized by transparency and compliance with regulatory requirements, ensuring the smooth conduct of business and the sustainability of investment across all sectors.



Development Guideline

Khazaen adopts an approved Development Guidelinethat serves as the regulatory reference framework for all planning, construction, and development activities within the city, ensuring the standardization of technical and engineering standards and the achievement of high-quality execution. The Guidelineaims to inform investors in various projects within Khazaen Economic City about design and construction requirements and regulatory stipulations, thereby enhancing project efficiency and preserving the city's integrated urban identity.



Governance of Khazaen Economic City

Khazaen Economic City relies on a clear and integrated governance mechanism, inspired by international best practices in this area, to ensure efficient performance and effective decision-making.



Quality and Institutional Excellence

Khazaen Economic City seeks to establish a culture of quality and institutional excellence by developing systems and procedures and continuously improving institutional performance.



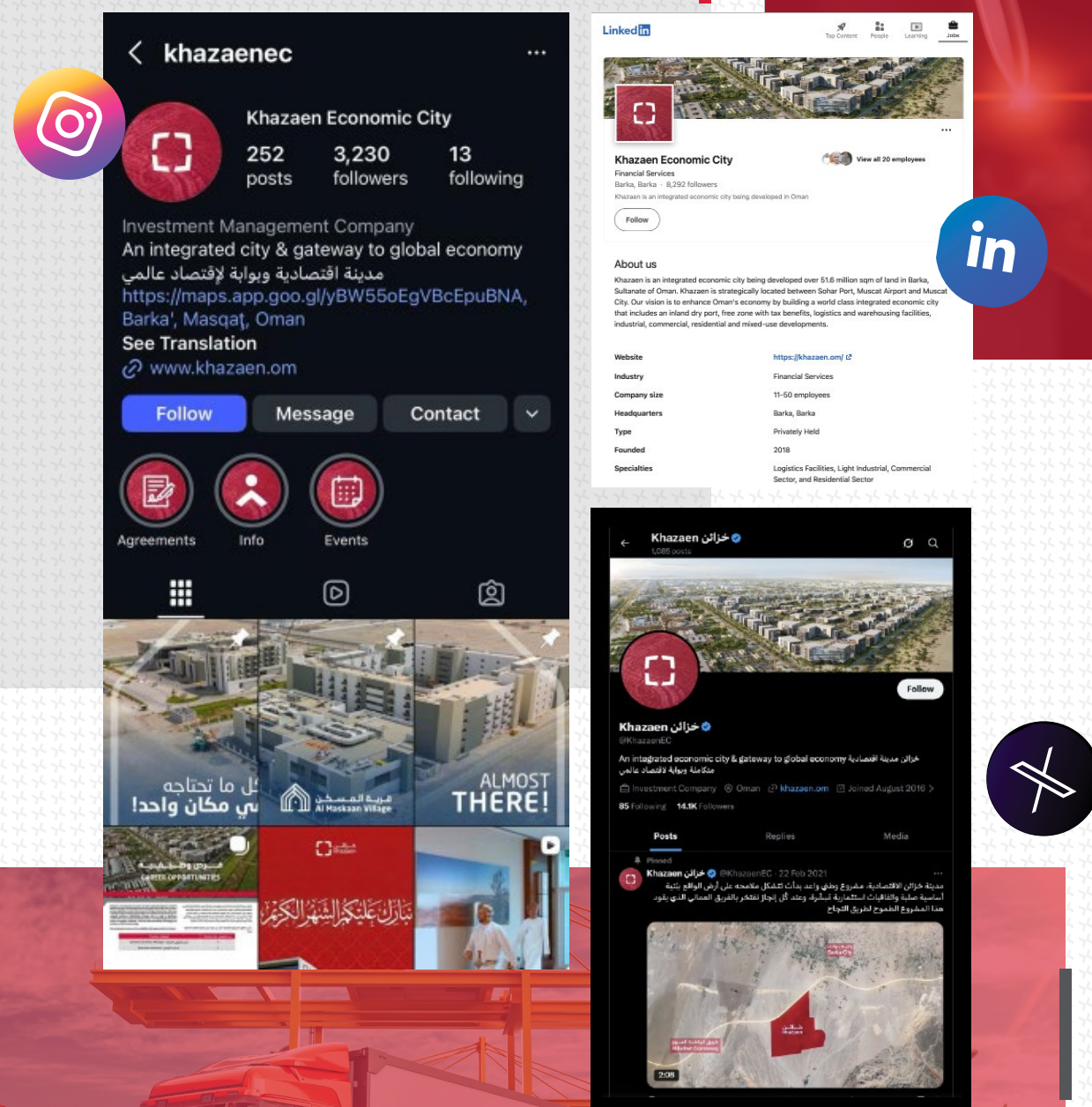
Khazaen Economic City Wins Best Investment Destination Award



Governance and Institutional Excellence

Fourth: Marketing and Media Communications

Marketing and media communications serve as a supporting pillar for the governance of the economic city and contribute to enhancing the institutional image of Khazaen Economic City as an integrated industrial and logistics hub.



Key Media and Marketing Activities During the Year



Publication of more than 10 media materials in local and regional newspapers and digital platforms.



City officials participated in approximately 10 media appearances, including interviews and reports.



Appearing in a number of specialized economic reports.



Posting approximately 120 posts across social media accounts.



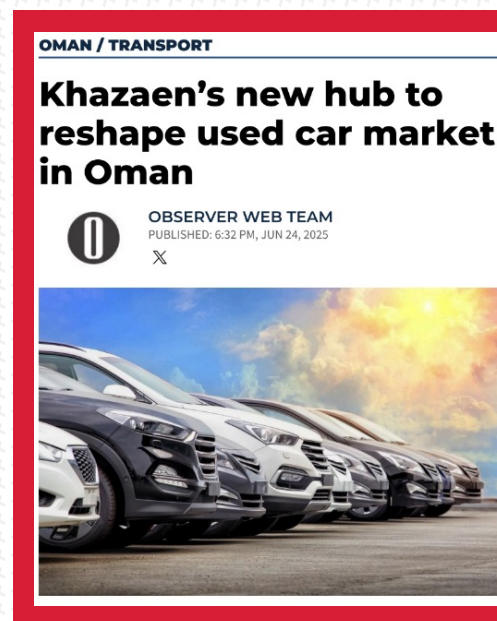
Producing short visual and marketing content to promote Khazaen Economic City.



Developing digital and print promotional content highlighting the city services and advantages.



Contributing to awareness campaigns that enhance the city public image.



Institutional Partnerships and Knowledge Ecosystem Building ■

The Comprehensive Economic Partnership Agreement (CEPA) with India and Its Role in Localizing Industries in Khazaen Economic City

In December 2025, the Sultanate of Oman and the Republic of India signed a Comprehensive Economic Partnership Agreement (CEPA), a significant step aimed at enhancing trade and investment, reducing tariff and non-tariff barriers, and facilitating the flow of goods, services, and capital between the two countries. This agreement comes against the backdrop of well-established economic ties, with bilateral trade exceeding US\$6 billion- reflecting a strong foundation upon which to build qualitative gains that go beyond traditional trade figures.



The agreement opens broader horizons for Omani companies to access the vast Indian market with value-added products, while simultaneously creating strong incentives for direct Indian investment flows into the Sultanate of Oman. Hence, Khazaen Economic City stands out as a practical hub for these investments, by providing a ready-made environment that combines integrated infrastructure, readily available investment opportunities, advanced logistics services, and streamlined procedures. This enables investors to establish manufacturing and distribution projects targeting the local market as well as regional and international export markets.



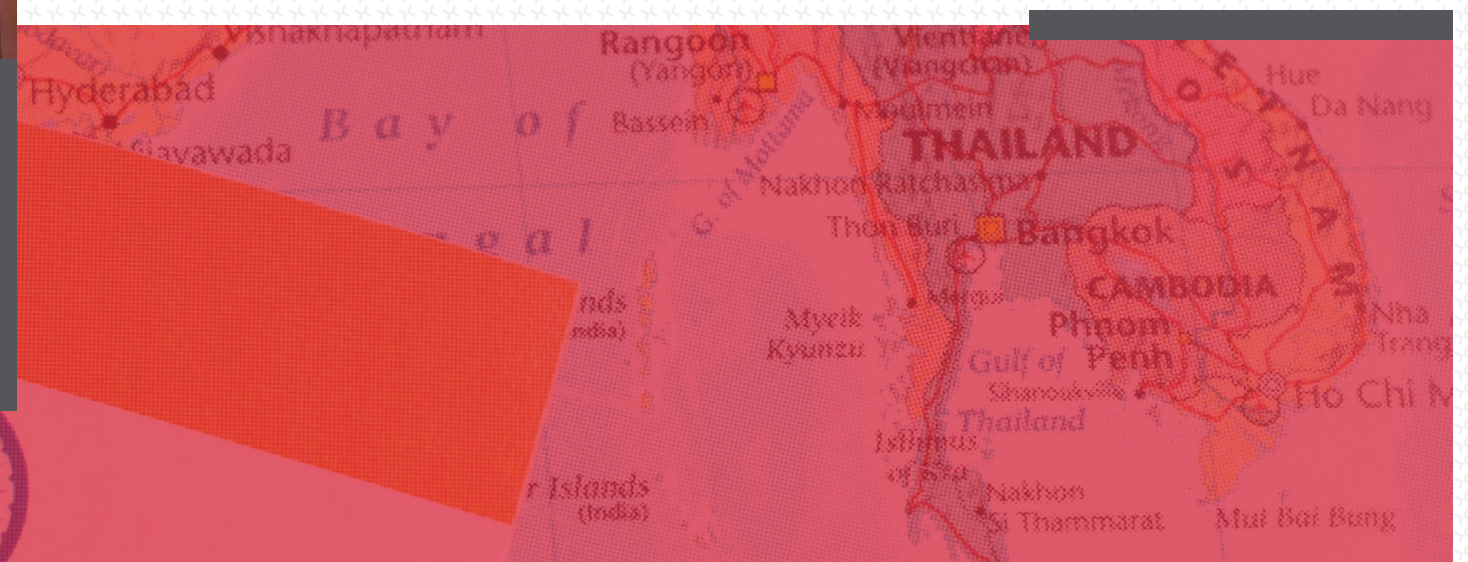
The true added value of the agreement lies in its ability to support the “manufacturing for export” model, as industrial facilities established in Khazaen Economic City can benefit from the agreement preferential privileges, the strategic geographical location of the Sultanate, and the integration of ports, economic zones, and supply chains, thereby reinforcing Khazaen position as a logistics gateway for trade between India, the Gulf region, East Africa, and the United States of America.

Khazaen Economic City serves as an ideal platform for directing investments toward projects with genuine local content and clear industrial and logistical integration, while adhering to rules of origin and activating available trade protection tools in accordance with national regulatory frameworks.

This vision aligns with Khazaen Economic City’s approach to building an integrated industrial and logistics ecosystem, where the industrial sector, the logistics services sector, and the Food and Drug City operate as a single unit that enhances local value added, supports food and drug security, provides quality job opportunities, and increases the competitiveness of the national economy.

In this sense, the agreement represents a strategic lever for Khazaen Economic City, not only in attracting investments but also in deepening its operational maturity and transforming it into a regional platform for manufacturing, trade, and logistics. This supports the goals of economic diversification and strengthens the position of the Sultanate of Oman as an integrated economic and logistics hub at both the regional and international levels.

From the perspective of Khazaen Economic City, the agreement is not viewed merely as a free trade agreement, but as a tool for reshaping regional value chains and transforming trade flows into opportunities for manufacturing, localization, and logistical integration within the city. The sectors targeted by the agreement – such as manufacturing, logistics, the circular economy, technology, and food and pharmaceutical industries – are directly aligned with Khazaen Economic City sectoral orientations and its infrastructure, which is designed to accommodate integrated industrial projects.



The Work Team

The Company's Workforce ■

Human capital in Khazaen Economic City is the true engine of institutional achievement and transformation, as the team leads the development process with a clear vision, high professional competence, and a firm commitment to performance and governance standards. The team comprises national experts specializing in investment and finance, strategic planning, engineering and project management, operations, logistics services, and business development, ensuring integrated roles and accelerating the pace of implementation.



Omanization
100%

Throughout the year (2025), the team continued to enhance the city's operational readiness by managing infrastructure projects, attracting high-quality investments, and developing digital and operational systems to boost performance efficiency and improve the investor experience. A corporate culture based on results, transparency, and teamwork was also established, enhancing the ability to respond to changes and achieve sustainable growth targets.

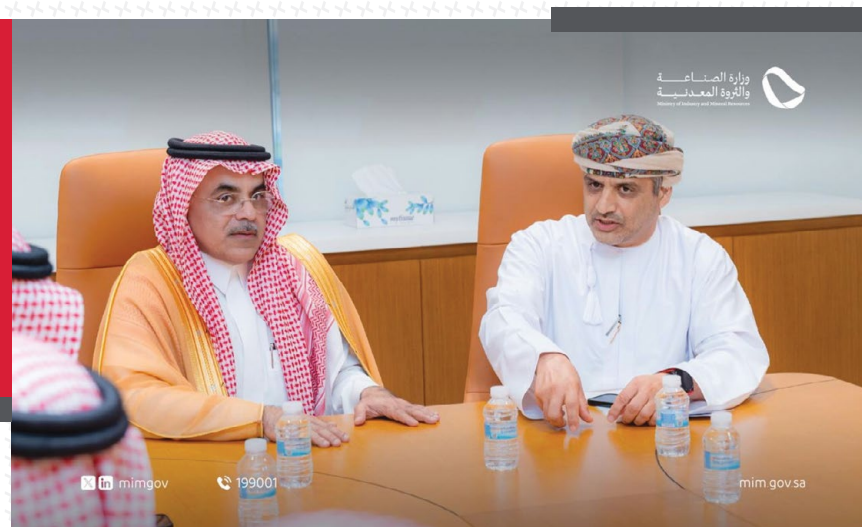


As part of its investment in national talent, the city has placed special attention on developing human capital through ongoing training and qualification programs, empowering young leaders, and fostering a stimulating work environment that supports innovation and initiative. This reflects the achievements made.



Visits, Participations, and City Updates ■

Visit of His Excellency Khalil bin Ibrahim bin Salmah, Vice Minister of Industry and Mineral Resources for Industrial Affairs in Saudi Arabia.



Visits, Participations, and City Updates ■

Visit of Sayyed Mazin bin Saif Al Busaidi, Deputy Chairman of the Authority for Small and Medium Enterprises Development (Riyada), and his accompanying delegation, to review opportunities for joint cooperation and learn about a number of the city's key projects.



Visit of His Excellency G.V. Srinivas, Ambassador of the Republic of India to the Sultanate of Oman.



Visit of a delegation from the Republic of South Korea to discuss investment opportunities in the water sector and related industries.



Visit of the Khazaen City team to a pharmaceutical manufacturing facility in the Republic of India, in coordination with the Omani Embassy in New Delhi.



Visit of His Excellency Dr. Wassim Kouidri, Minister for the Pharmaceutical Industry of Algeria, accompanied by His Excellency Ambassador Mohamed Ali Boughazi, Ambassador- of Algeria to the Sultanate of Oman.

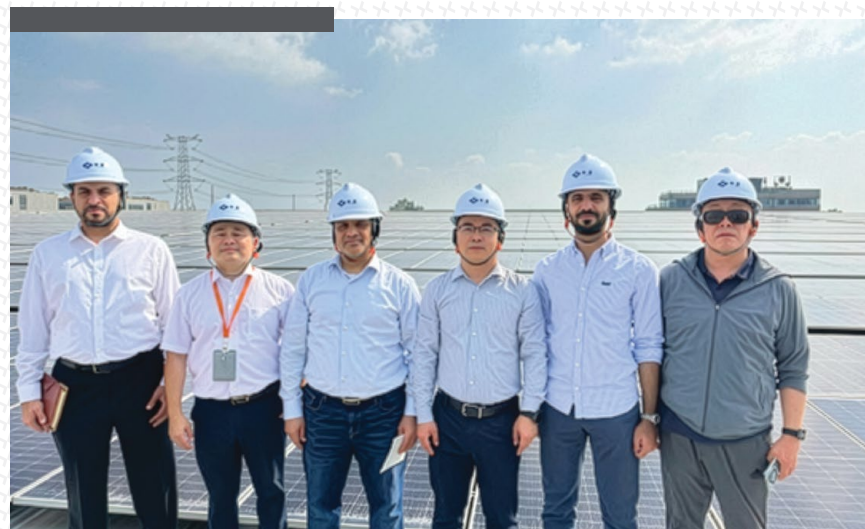


Visits, Participations, and City Updates ■



Visit of His Excellency Dr. Said bin Hamed Al Rubaii, Vice Chancellor, University of Technology and Applied Sciences.

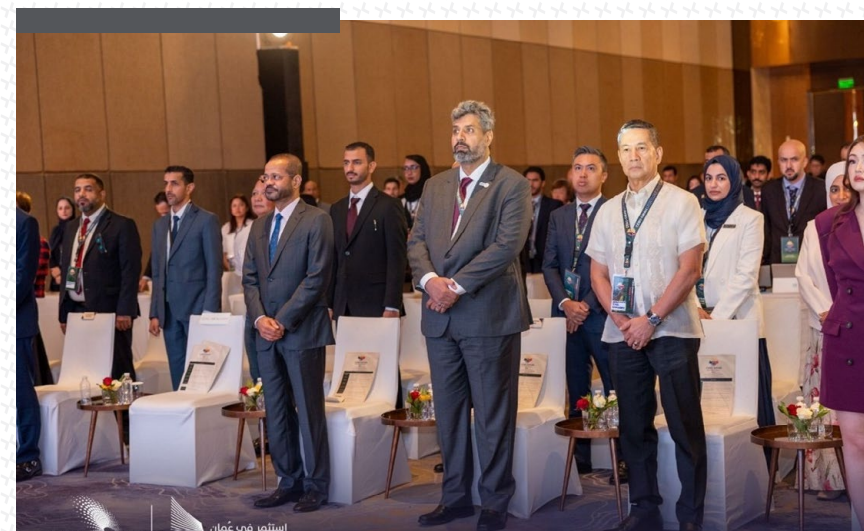
Visit of a delegation from Ganpat University in India to discuss future cooperation opportunities in the fields of investment and development.



Visit of the Khazaen Economic City team to a solar panel and battery factory in China.

Visits, Participations, and City Updates ■

Participation of the Khazaen Economic City team in promoting investment opportunities in New Delhi, India.



Various international participations to promote investment opportunities in the city in partnership with relevant entities.

Hosting a delegation of journalists and media professionals as part of the Oman Journalists Association Forum program.



Visits, Participations, and City Updates ■



Visit of His Excellency Khalid bin Salim bin Sulaiman Al Ghamari, Undersecretary of the Ministry of Labour for Labor in Oman, to Khazaen Economic City to review existing projects and investment opportunities.

Visit of His Excellency Mahmood bin Abdullah Al Awaini, Secretary General of the Ministry of Finance, and Mr. Hussain bin Ali Al Lawati, CEO of the Development Bank, and their accompanying delegation, to review the city's projects and discuss mechanisms for supporting and sustaining these projects.



Visit of Mr. Hisham Saleh Al Hamad Al Mana, Chairman of the Al Mana Group, to review the progress of work at the group's logistics centre in the Sultanate of Oman and know about the most prominent projects in Khazaen Economic City.



Key Investment Agreements Signed



Agreement with Oman Medical International Company to establish a factory for the production of medical gases using innovative and sustainable methods.

Agreement with Muscat Changming Investment Company to establish an integrated Chinese industrial complex



Signing of an agreement with Sohar Food and Beverage Project LLC.

Key Investment Agreements Signed



Agreement with Golden Diamond Trading SPC Company to establish a factory specializing in the use of 3D printing technology.

Agreement with Advanced Technologies for Medical and Educational Supplies LLC to establish a factory specializing in the manufacture of veterinary vaccines.



Agreement with Maward Al-Suwaik United Trading Company to establish a factory for cement products and bricks.

Key Investment Agreements Signed



An investment agreement with Mohammed Arshad and son to establish a factory specializing in the assembly of food processing machinery and commercial kitchen equipment.



An investment agreement with Muscat Oil and Investment to establish a factory specializing in lubricants.



An investment agreement with A' Al Nofal Limited Co. LLC Projects to establish a ready-mix concrete plant.

Key Investment Agreements Signed



An investment agreement with Faisal International Projects to establish a plant for the production of fresh and frozen healthy meals.



An investment agreement with "AZ Global Business LLC" to establish a central facility for the processing and storage of steel and construction materials.



An investment agreement with Successful Innovation Trading Company to establish a factory specializing in the manufacture of doors made of wood fiber and composite plastic.



Khazaen

The City of Opportunities

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Safe Journey
رافقتكم السلامة