

OMAN  DAILY

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RENAISSANCE

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A renaissance of progress and peace

SHADDAD AL MUSALMY

AS His Majesty Sultan Haitham bin Tarik enters six years since ascending to the throne, Oman's people celebrate the remarkable progress achieved under his wise leadership. Since January 2020, His Majesty has driven a quiet revolution, blending tradition with modernity and steering the nation towards a brighter future.

His Majesty's focus on economic diversification has yielded impressive results. The non-oil sector is thriving, with GDP growth reaching 3.4 per cent in 2025. HM has implemented fiscal reforms, introduced VAT and established the Oman Future Fund to support promising projects in sectors like logistics, manufacturing, tourism and green hydrogen.

His emphasis on digital transformation has also boosted e-government services, making Oman more business-friendly and attractive to investors.

In regards to social progress and human development, Oman's social landscape is transforming, with significant investments in education, healthcare and social welfare. The country has achieved 99 per cent childhood vaccination coverage and new hospitals and schools are being built. The Social Protection Law has provided integrated support to vulnerable families, benefitting 63.6 per cent of the target population.

As far as environmental sustainability and conservation are concerned, His Majesty's commitment to environmental harmony is evident in Oman's ranking as 22nd globally on the 2025 pollution index. Oman is also investing in renewable energy, aiming for 30 per cent of its electricity from renewables by 2030.

As for vision for the future, Oman looks forward to continued progress, guided by His Majesty's vision for a sustainable, knowledge-based economy. With Oman Vision 2040, Oman is poised to become a developed nation, prioritising human development, economic resilience and modernisation.

The path ahead looks bright, with His Majesty's leadership steering Oman towards a future of prosperity and peace.

His Majesty's six years have seen significant progress in Oman's economic diversification, social development and environmental sustainability.



HM'S FOREIGN VISITS

April 15–16, 2025

Strengthens economic cooperation in renewable energy, logistics, maritime trade, and academic/cultural collaboration.



**HIS MAJESTY'S
STATE VISIT TO THE
NETHERLANDS**

**HIS MAJESTY'S
STATE VISIT
TO RUSSIA**

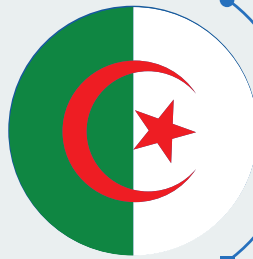


April 21–22, 2025

*Signed Agreements,
Protocols & MoUs*

May 4–5, 2025

Boosts bilateral cooperation across economic and investment sectors; reaffirms friendly ties.



**HIS MAJESTY'S
STATE VISIT TO
ALGERIA**

**HIS MAJESTY'S
STATE VISIT
TO SPAIN**



November 3–5, 2025

Enhances bilateral cooperation and explores expanded areas of partnership in trade, investment. Included discussions with Spain's leadership.

October 6–7, 2025

Develops bilateral cooperation in education, culture, and industrial projects. Highlighted by discussions with President Alexander Lukashenko.



**HIS MAJESTY'S
STATE VISIT TO
BELARUS**

**HIS MAJESTY'S
STATE VISIT
TO BAHRAIN**



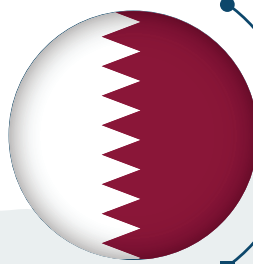
December 3, 2025

Attends the Gulf Cooperation Council leadership meeting; discusses collective regional initiatives.

FOREIGN LEADERS' VISITS TO OMAN

January 28–29, 2025

*2-day state visit to Muscat.
Strengthens bilateral relations
and cooperation between
Qatar and Oman.*



**EMIR OF QATAR –
SHAIKH TAMIM BIN
HAMAD AL THANI**

**KING OF BAHRAIN –
KING HAMAD
BIN ISA AL KHALIFA**

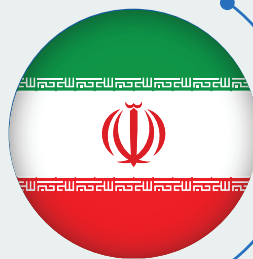


January 14–16, 2025

*2-day state visit.
Focuses on enhancing
bilateral ties.*

May 27–28, 2025

*Official visit by Iran's
President. Discussions
on regional stability and
cooperation.*



**PRESIDENT
OF IRAN – MASOUD
PEZESHKIAN**

**PRIME MINISTER
OF INDIA
– NARENDRA MODI**



December 17–18, 2025

*2-day official visit.
High-level talks strengthen
strategic, economic, and
diplomatic relations.*

December 9–10, 2025

*2-day visit. Strengthens
economic, trade, investment,
cultural and educational
cooperation.*



**PRESIDENT
OF LEBANON
– JOSEPH AOUN**

**PRESIDENT
OF TÜRKİYE – RECEP
TAYYIP ERDOĞAN**



October 22–23, 2025

*Official visit included Gulf regional
tour. Multiple cooperation agreements
with Oman signed.*

EMPOWERING YOUTH TO SHAPE OMAN'S FUTURE

MOHAMED AL BATTASHI

SINCE the accession of His Majesty Sultan Haitham bin Tarik, Oman has witnessed a significant transformation in the way young people are viewed, supported, and empowered. Youth are no longer seen merely as beneficiaries of government services, but as genuine partners in shaping the nation's future and contributing to its long-term development. This shift has guided national policies, programmes, and priorities over the past few years, placing youth empowerment at the heart of Oman Vision 2040.

Hilal bin Saif al Siyabi, Director-General of Youth at the Ministry of Culture, Sports and Youth (MoCSY), described the current period as a turning point in the youth sector. "The leadership has placed greater importance on the role of youth in achieving Oman Vision 2040. Young people today are more involved in decision-making, and many programmes have been designed to support their entry into the labour market and encourage entrepreneurship," he said. He stressed that investing in youth remains one of the most effective paths toward sustainable national development.

One of the most notable developments has been the inclusion of youth as a dedicated national priority within the government's development plans, reflecting strong confidence in their abilities. The establishment of Youth Centres across the Sultanate of Oman and the creation of a specialised department to support talented young people in various fields have strengthened the youth development framework. These reforms

have transformed youth work into a more structured and impactful system aligned with national development goals.

The ministry has also shifted its working philosophy to operate "through youth, with youth, and for youth." Under this approach, young people actively participate in the planning, implementation, and evaluation of programmes. This has strengthened trust between youth and institutions, ensuring initiatives are more relevant, responsive and sustainable.

In recent years, the ministry has launched a wide range of programmes aimed at building skills and expanding opportunities. The Youth Initiatives Support Programme 2025 includes more than 61 projects covering culture, health, sports, environment, media and economic development. These initiatives encourage innovation and community engagement while supporting youth-led solutions to social and economic challenges.

Another key initiative is the Military Discipline Programme, which focuses on strengthening self-discipline, commitment, teamwork, and national values among young people.

Meanwhile, the Youth Ambassadors Programme, implemented in cooperation with the Foreign Ministry and the United Nations Institute for Training and Research (UNITAR), equips participants with skills in diplomacy, leadership, negotiation, and communication, enabling young Omanis to represent Oman confidently on international platforms.

Additional programmes include 'Mustad,' which prepares youth for the labour market by developing both personal and professional skills, and the National Arabic Debating Championship, which





enhances critical thinking, public speaking, teamwork, and the ability to express ideas clearly and respectfully.

Beyond programme delivery, the ministry places strong emphasis on future-ready skills such as leadership, innovation, entrepreneurship, digital literacy, problem-solving and social responsibility. At the same time, it works to strengthen national identity by promoting Omani values, culture, heritage, sports and volunteerism, ensuring that young people remain connected to their roots while engaging confidently with a rapidly changing world.

Youth participation is further encouraged through youth laboratories, hackathons and committees within sports clubs, online platforms, training workshops and programme evaluations. These platforms allow young people to voice their ideas, shape initiatives, and develop a sense of ownership, responsibility, and belonging.

Despite these advances, challenges persist. Young people continue to



Young Omanis possess the energy, creativity, and capability to shape the country's future when provided with the right opportunities and a supportive environment. We must unite around the wise leadership of His Majesty and support national efforts to achieve Oman Vision 2040.

HILAL BIN SAIF AL SIYABI,
Director-General
of Youth, MoCSY

face issues related to employment opportunities, skills gaps — particularly in technical and digital fields — and social and personal pressures in an increasingly competitive global environment. To address these challenges, the ministry works closely with government entities, the private sector, and civil society through training programmes, entrepreneurship support, digital skill development, and initiatives promoting mental, social, and emotional well-being.

Several success stories demonstrate the impact of sustained youth support.

Initiatives launched by young Omanis have grown into established institutions, including

the Oman Debates Centre, Mandoob, Ru'ya Youth Foundation, Model United Nations simulation teams, and the As'af Community Safety Centre. These examples highlight how youth-led ideas can evolve into sustainable organisations that serve communities and inspire others.

In his closing remarks, Al Siyabi emphasised that Oman is at a pivotal moment in its development journey. “We must unite around the wise leadership of His Majesty the Sultan and support national efforts to achieve Oman Vision 2040,” he said. “Young Omanis possess the energy, creativity and capability to shape the country's future when provided with the right opportunities and a supportive environment.”

A GREEN ENERGY POWER HOUSE

SAEED AL MASHARFI

HIS MAJESTY SULTAN HAITHAM BIN TARIK is steering the nation towards a clear economic direction grounded in diversification, sustainability and a calculated transition towards the economy of the future, shaped by a world rapidly shifting towards low-carbon energy and knowledge-based sectors.

Within this evolving landscape, green energy has become one of the central pillars of Oman's transformation — not merely as an environmental initiative, but as an economic, industrial and investment project that strengthens competitiveness, attracts global partnerships and creates new opportunities across multiple interconnected sectors.

Aligned with Oman Vision 2040, renewable energy and green hydrogen have become central levers in reducing reliance on traditional sectors and building a more resilient economic model. The national agenda now places emphasis on expanding renewable electricity generation, developing green industrial clusters and designing export-ready infrastructure linked to hydrogen and its derivatives. In parallel, Oman's commitment to carbon neutrality by 2050 has been translated into clear programmes and institutions, signalling that green growth is not a slogan, but a structured national pathway.

A defining strength of Oman's approach has been prioritising institutional clarity before project deployment. In 2022, Oman established Hydrogen Oman (Hydrom) — a fully owned subsidiary of Energy Development Oman (EDO), operating under the supervision of the Ministry of Energy and Minerals — to manage land auctions, coordinate with investors and develop the regulatory framework for hydrogen and renewable-energy projects. Complementing this step, the Oman Centre for Net Zero Emissions was launched to guide the national pathway to net-zero emissions by 2050, providing a central platform to align sectoral strategies with the overarching climate and energy transition agenda.

This foundation gives investors both transparency and confidence. It also reflects His Majesty's emphasis on building sectors that can create sustainable value, rather than short-term momentum — marking green energy as a strategic sector of state interest, not a peripheral experiment.

The shift from planning to implementation has accelerated in recent



years. In 2023, Hydrom signed three landmark agreements with international consortia from Denmark, the United States, the United Kingdom, Kuwait, Singapore and Oman, granting the first green hydrogen blocks in the Sultanate of Oman with total investments exceeding \$20 billion. Located in Al Wusta Governorate, these projects are designed to harness combined wind and solar resources to produce green hydrogen and its derivatives, supplying

planned green steel facilities in Al Duqm as well as export-focused ammonia plants. Together, they represent a decisive step in transforming Oman's theoretical resource potential into bankable, large-scale energy projects.

In 2025, progress expanded further with the launch of the third national auction round, opening new hydrogen blocks in Al Duqm to qualified global investors.

The expansion of the ACME Group green hydrogen and ammonia project in Al Duqm, supported by new land-use agreements for phases two and three, added further industrial depth — with both phases together planned to produce about 71,000 tonnes of green hydrogen and 400,000 tonnes of green ammonia annually. It will be reinforcing the zone's potential as a clean-energy export hub and an anchor for future downstream industries.

A defining milestone came during His Majesty's 2025 state visit to the Netherlands, where diplomacy translated directly into economic opportunity. During the visit, Oman, the Netherlands and Germany signed a Joint Development Agreement to build what is described as the world's first commercial-scale liquid hydrogen corridor. It will link the Port of Duqm with the Port of Amsterdam and key logistics hubs in Germany, including Duisburg — a project that positions the Sultanate of Oman as a strategic supplier of clean fuels to Europe and elevates Al Duqm into a global hub for the hydrogen economy.

Far from symbolism, the corridor establishes a dedicated export pathway that integrates Oman into Europe's clean-energy security architecture. It positions Oman as a contributor to continental energy diversification at a time when global markets are actively reconfiguring their supply chains.

The agreements of April 2025 thus serve as proof of concept: Oman's green-energy policy is not only advancing domestically — it is gaining tangible relevance on the international stage.



EMPOWERING PEOPLE WITH DISABILITIES

AFRAH AL BALUSHI

IN 2025, His Majesty Sultan Haitham bin Tarik enacted a Royal Decree, establishing a modernised legal framework to support the rights of persons with disabilities. This new legislation marks a significant shift in the country's approach to disability governance.

The decree empowers the Minister of Social Development to develop and issue executive regulations and implementation decisions that will shape how the law is applied in practice. This law signals Oman's commitment to strengthening legal protections and support mechanisms for individuals with disabilities, aligning with broader efforts to modernise social policy across the Sultanate of Oman. The Ministry of Social Development launched a range of new programmes and projects to support and empower the most vulnerable groups. The decree appointed a new Under-Secretary to oversee all matters that would improve services provided to people with disabilities, addressing the challenges facing this sector and working to ensure their empowerment and integration more effectively to enhance their role in building society and facilitate their access to education.

This law embodies the Sultanate of Oman's commitment to preserving the dignity of persons with disabilities and guaranteeing their rights, reinforcing the approach of empowering and fully integrating them into sustainable development. The law comprises 77 articles distributed across

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five chapters, addressing definitions and general provisions; and the rights of persons with disabilities in seven key areas: civil, educational, health, social, cultural and sports, economic and the right to work. It also includes chapters dedicated to rehabilitation, the National Committee for Persons with Disabilities and penalties.

Furthermore, last April, His Majesty allocated RO 7 million for the establishment of a centre for the care and rehabilitation of individuals with autism spectrum disorder. He also directed a study of the governorates' needs for such centres, a step reflecting the commitment to strengthening the rights of individuals with autism spectrum disorder and creating a suitable and supportive environment that contributes to improving their quality of life.

This year, the Ministry of Social Development implemented several specialised rehabilitation and production programmes and projects, in line with its vision to rehabilitate and economically empower people with disabilities and enhance their integration into society and the labour market. Four workshops were launched in the Wilayats of Nizwa, Al Mudhaibi, Al Rustaq and Salalah, targeting 190 beneficiaries with mild to moderate disabilities enrolled in the Al Wafa Centres for the Rehabilitation of Persons with Disabilities. The aim was to harness their potential and empower them economically by enabling them to establish their own businesses, integrate them into the labour market, strengthen their role in society and raise community awareness of their abilities and capabilities.

This year also saw the implementation of several impactful initiatives aimed at empowering people with disabilities and integrating them into the labour market. The Ministry of Social Development, in partnership with the Specialised Human Development Centre, celebrated the graduation of 60 participants from the second cohort of the "Be With Us for Them" initiative, which focuses on the rehabilitation and employment of people with disabilities. Thirty participants were subsequently employed through this initiative. As part of these same efforts, Omran Group, in collaboration with the Ministry, launched the second edition of the "Mawhoob" programme, dedicated to training and empowering talented Omani individuals with disabilities to work in the tourism sector. The second edition targeted 13 participants, providing them with new opportunities for active participation in the labour market and enhancing their independence, capabilities and self-reliance. Internationally, the National Autism Centre achieved a significant milestone by joining the QABA (Qualified Behaviour Analysis Association) as the first full member in the Arab region within the network. It also received renewed accreditation as an "Autism Centre Accredited" from the International Institute for Continuing Education Standards and Accreditation (IBCCES) in the United States.



MORE FOOD WITH LESS WATER

LAKSHMI KOTHANETH

THE SULTANATE OF OMAN is at an advanced consolidation stage in achieving the food security goal. Over the past few years, food security has moved from being a vulnerability to a strategic national priority, supported by strong political commitment, clear policies, and sustained investment.

Today, the country has high availability of essential food commodities, supported by diversified import sources and strengthened strategic reserves. Improved domestic production in priority sectors such as fisheries, poultry, dairy, dates and selected crops, supported by modern farming technologies and private-sector participation. The country today has more resilient supply chains, with upgraded ports, logistics corridors, cold storage capacity, and digital tracking systems. In place are stronger regulatory and safety frameworks, ensuring food availability, quality and consumer confidence even during global disruptions.

“While we are not aiming for absolute self-sufficiency – which is neither realistic nor economically optimal – the current focus is on resilience, sustainability and risk diversification,” said Dr Masoud bin Sulaiman al Azri, Director-General of Marketing for Fisheries and Agriculture, Ministry of Agriculture, Fisheries and Water Resources (MoAFWR).

According to him, the next phase centers on scaling productivity, improving water efficiency, expanding strategic partnerships abroad, and increasing value-added food industries.

“In short, we have moved from food security planning to food security delivery, with clear momentum toward long-term resilience and sustainability,” he explained.

Stronger regulation of groundwater extraction and initiatives to rehabilitate aflaj systems help preserve long-term agricultural viability.

Overall, Oman’s approach recognises that food security under arid conditions is achieved through innovation, efficiency, and sustainability, ensuring that agricultural growth does not come at the expense of natural resources or future generations.

Balancing agriculture with severe water scarcity is one of Oman’s most critical food security challenges.

“The country has addressed this by shifting from water-intensive farming to water-smart production systems, ensuring that agricultural growth aligns with long-term water sustainability.

Key measures include the transition to high-efficiency irrigation, such as drip and subsurface irrigation systems, which are now widely promoted, significantly reducing water consumption compared to traditional flood irrigation,” he noted.

Another system is the protected and



controlled-environment agriculture, such as greenhouses, hydroponics, and vertical farming, which use up to 70 per cent to 90 per cent less water while delivering higher and more consistent yields.

Treated wastewater and desalinated water are increasingly integrated into agricultural use where feasible, reducing reliance on groundwater.

A significant measure is groundwater regulation and monitoring. “Licensing, metering and monitoring of wells help control over-extraction and protect aquifers from depletion and salinity. Water-intensive crops are discouraged, while support is focused on crops and livestock systems that deliver higher value per cubic meter of water,” he noted. Ongoing research into salt-tolerant crops, soil moisture retention and smart irrigation technologies continues to improve water productivity.

“In essence, Oman’s strategy is to produce more food with less water, ensuring that

agricultural development strengthens food security without compromising the country’s most limited natural resource,” Al Azri explained. Soil salinity has been a growing challenge, and saltwater intrusion in the Al Batinah coast has been threatening traditional farming.

Decades of intensive groundwater extraction have lowered freshwater tables, allowing seawater to move inland. As a result, many farms have experienced rising soil salinity, reduced crop yields, declining date palm productivity, and, in some cases, complete land abandonment.

He explained that the impact is uneven but increasingly widespread, particularly in low-lying coastal areas where traditional aflaj and shallow wells are most vulnerable. Without intervention, salinisation would continue to erode the economic viability of conventional farming systems and place additional pressure on rural livelihoods.



While we are not aiming for absolute self-sufficiency—which is neither realistic nor economically optimal—the current focus is on resilience, sustainability and risk diversification.

**DR MASOUD
BIN SULAIMAN
AL AZRI**
*Director-General,
at MoAFWR.*

VISION

THE TANGIBLE outcomes of these national projects are manifested through enhanced services — including modern schools, hospitals, road networks and public facilities — that collectively elevate living standards across every governorate. They have fostered a more diversified economic landscape, driven by strategic investments and new opportunities that stimulate nationwide growth. Significant progress is also evident in environmental sustainability, supported by green initiatives that preserve natural ecosystems while contributing to economic value. A comprehensive digital transformation has streamlined governmental transactions, making them more accessible and transparent. Furthermore, these years have showcased inspiring narratives of individual achievement, highlighting citizens who exemplify national values of creativity and dedication.

It has served as the foundational cornerstone for numerous initiatives targeting educational advancement, national capacity-building, a world-class healthcare system, strengthened national identity and a robust social welfare framework that ensures a dignified life for all citizens.

SOCIETY AND PEOPLE

HEALTHCARE AND SOCIAL PROTECTION

THE ECONOMY AND DEVELOPMENT

HEALTHCARE infrastructure witnessed substantial development with the opening of Al Mazyouna Hospital in Dhofar and the construction of three new hospitals: the new Sultan Qaboos Hospital in Salalah, Al Suwaiq Hospital and Khasab Hospital, alongside the expansion of Sohar Hospital. These facilities add over 1,800 hospital beds at a construction cost exceeding RO 300 million. The past five years also saw the establishment of the University Medical City, the Medical City for Military and Security Services, the Central Public Health Laboratory and several private hospitals, including Oman International Hospital and Saada Hospital. New cardiac catheterisation units became operational at Sohar and Nizwa hospitals, an Intravenous Solution Preparation Unit was created at Sultan Qaboos University Hospital, the Muscat Recovery Centre was established and several pharmaceutical factories were launched to localise drug manufacturing, meet domestic demand and boost non-oil exports. The health sector achieved remarkable medical milestones performed by national medical teams, including the separation of conjoined twins, a heart transplant from a brain-dead donor, a tumor resection using an awake craniotomy technique and a cochlear implant for a nine-week-old infant.

ECONOMIC measures and policies helped in building a prosperous, diversified and sustainable economy, stimulating private investment and fostering inclusive growth across all governorates. Economic diversification efforts featured new mining projects such as the Al Shuwaymiyah Metal Industries project in Shaleem and Al Hallaniyat Islands, targeting 40 million tonnes annually of limestone, gypsum and dolomite; the Silica Sand project; Al Washihi Mine; Al Ghizain Mine; and copper and gold exploration in Block 10 in the Wilayat of Yanqul, alongside the redevelopment of the Al Aseel and Al Bayda copper mines. The heavy and medium industries sector celebrated major milestones, including the inauguration of Duqm Refinery in 2024 with an initial capacity of 230,000 barrels per day, later increased to 255,000 bpd in 2025. Other significant projects launched include the Salalah Ammonia Plant (365,000 metric tonnes annually), Karwa Motors factory in the Wilayat of Al Duqm, a Vanadium and Niobium Ingots factory supplying international markets, a Metallurgical Silicon plant and an Aluminium Wheel plant in Suhar (1.2 million wheels annually in its first phase).

2040

GOVERNANCE

THE GOVERNANCE and Institutional Performance pillar strengthened regulatory systems to bolster public trust in the judiciary through the Judicial Inspection Bylaw, the establishment of the Investment and Commerce Court; and a reduction in appeal processing time from 186 days in 2023 to 136 days in 2024. Remote litigation via video conferencing was implemented, the Makkah Al-Mukarramah Agreement for anti-corruption enforcement was signed and the “Qadhaa” e-portal was launched for electronic judicial services.

Government performance was enhanced through the “Tajawob” platform for citizen feedback and the Unified National Portal for Electronic Government Services, which processed 14.5 million digital transactions in the first quarter of 2025.

The “Wosool” system has over 17,000 active users and 267 government services are fully automated.

The Government Projects Regulation Bylaw and Government Projects Management Guide were applied to improve oversight, implementation efficiency and optimal use of public resources.

GREEN ENERGY

THE ENVIRONMENT pillar prioritised natural resource sustainability through initiatives

like the National Strategy for Carbon Neutrality, encompassing 212 projects and initiatives until 2025. Hydrogen Oman “Hydrom” company was established to oversee the green hydrogen sector. Renewable energy projects advanced, including the 100 MW Amin Solar Photovoltaic Power Plant, the 25 MW Qabas Sohar solar project, the 500 MW Ibri (2) Solar Power Station and the Sur Solar-powered Water Desalination Plant, serving over 600,000 people. The Rima station treats over 60,000 cubic metres of oil-produced water daily, while the Manah 1 and Manah 2 stations (1,000 MW total), the Jaalan Bani Bu Ali wind project (95-105 MW), the Dhofar 2 Wind Power Plant (50 MW) and other wind projects in Mahout, Al Duqm and Sadah (exceeding 1,000 MW combined) further diversify the energy mix. Green tourism expanded with five new nature reserves, bringing the total to 31 reserves and 33 environmental sites. The Botanic Garden in Al Seeb — the largest in the Arab world — houses a database of 1,200 rare and endangered Omani plant species and over 40 varieties of fruits, vegetables and medicinal plants.

TOURISM

TOURISM PROJECTS like the

The Sustainable City — Yiti and the 3-km Muttrah Cable Car, expected to operate in Q1 2026, aim to enhance visitor experiences. Food security initiatives included an Omani Abalone Aquaculture project in Mirbat (600 tonnes annually), a Natural Shrimp Aquaculture project (4,000 tonnes annually) and an Omani Wheat Production project in Najd (10,000 tonnes from over 6,000 acres).

Concurrently, national capacity-building programmes like the Training Linked with Replacement or Employment project, the National Integrated System for Capacity Building and Talent Management, and the “Tawteen” platform were launched to prepare Omani talent for new economic opportunities. The “Invest Oman” lounge and the “Oman Business Platform” facilitate foreign investment, offering programmes like Investor Residence and Golden Residence. The Future Fund Oman, capitalised at RO 2 billion, allocates 90% to major projects and 10% to SMEs, while the Omani Promising Start-ups Programme fosters entrepreneurship. Urban development milestones include the ‘Surouh’ project, developing 18 residential neighbourhoods with 9,950 housing units and Sultan Haitham City, spanning 14.8 million square metres to accommodate 100,000 residents.

100 YEARS OF OIL DISCOVERY

THE MINISTRY OF ENERGY AND MINERALS

on December 9 marked the centenary of the discovery of oil and gas in Oman. The celebration highlights key historical milestones in the energy sector since the signing of the first exploration concession document in 1925, and the major transformations that followed. These contributed to building the national economy and establishing an integrated infrastructure for the oil and gas industry.

A commemorative postage stamp marking 100 years of the oil and gas journey in Oman, documenting this national milestone and showcasing the value of the sector and its enduring role in supporting development and the national economy, was also issued.

The issue of the stamp serves as a documentary symbol with historical significance, reflecting a century-long journey of transformation and achievement. It forms an archival addition that commemorates this occasion and acquaints future generations with key milestones in Oman's energy sector.

The oil and gas sector has played a central role in strengthening the foundations of the national economy and driving cultural and social progress in Oman. It has been a primary source of public revenue and a driver of development, enabling the expansion of investment, infrastructure and services.

Its impact has gone far beyond production and export, becoming a catalyst for many sectors directly linked to economic growth such as transport, industry, communications, trade, investment and logistics. It has also provided financial returns and diverse contributions, including taxes and fees, that enhance the state's ability to implement its development programmes.

In terms of sustainable development, the sector has made a strong social and economic contribution through social responsibility initiatives, support for community projects and improvements to the quality of life. It has also been a key enabler of education, innovation and knowledge through its support for universities, colleges, scientific research, teaching and training, strengthening the knowledge economy and improving the competitiveness of human resources.

Developing and qualifying national talent has remained a constant priority for the sector through training, employment, localisation programmes and building specialised expertise. This reflects a vision centred on equipping local competencies with knowledge and experience and preparing individuals able to manage resources using modern approaches in a way that ensures optimal use of natural wealth and the sustainability of its benefits for future generations.

The celebration highlighted the historical evolution of the energy sector

First exploration concession in 1925

Drilling of the Dukhan-1 well in 1955

First discovery at Fahud

First oil export from Mina al Fahal in 1967 at 5,000 bpd

Today production nears one million bpd

Duqm Refinery and Petrochemical Complex opened in 2024 with RO 3.5 billion in investments

Ministry oversees 58 concession areas, 34 of which are operational

16 companies are actively developing fields and production

Current oil reserves total roughly 4.8 billion barrels

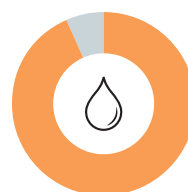
RO 700 million in SMEs

Over the past decade RO 11 billion invested domestically

RO 50 million spent over five years on community projects



**285.5
MILLION**
man-hours
without
accidents
in 2024



Oil sector employs 20,000, with **93%** Omanisation



**150
MILLION**
cubic metres
Natural gas
production
per day

POWER DECENTRALISATION TAKES CENTRE STAGE



KABEER YOUSUF

Power decentralisation has become a defining pillar of governance in the Sultanate of Oman under the leadership of His Majesty Sultan Haitham bin Tarik, aligning closely with the long-term objectives of Oman Vision 2040.

At the heart of the Vision lies a deliberate shift towards empowering people and local communities. Reflecting this priority, People and Society has been positioned as the foremost pillar of Oman Vision 2040, followed by Economy and Development, Governance and Institutional Performance; and Sustainable Environment.

Over the past few years, Oman has made steady progress in embedding decentralisation as a strategic national policy aimed at strengthening local governance, accelerating balanced regional development and improving administrative efficiency. This has been driven largely through legislative reforms and enhanced financial autonomy for governorates.

“The move towards decentralisation and empowering governorates is not simply a redistribution of authority, but a strategic transformation aligned with the vision of His Majesty”, said Dr Ali bin Qassim al Lawati, President of the Royal Academy of Management (RAM).

“It replaces centralised service delivery with local leadership for development”, he added, noting that decentralisation also serves as a catalyst for economic growth rather than merely easing the burden on the central government.

Oman’s decentralisation framework focuses on transferring decision-making authority, administrative control and financial resources from central institutions to governorate and municipal levels, enabling services to be tailored to local needs while enhancing citizen participation.

Major steps undertaken in recent years include:

New legislation: Royal Decrees introduced the Governorates System Law and the Municipal Councils Law, granting governorates administrative and financial independence.

Community empowerment: Initiatives enabling local communities to manage resources and participate in planning and decision-making processes.

Increased funding: Allocations for the Governorates Development Programme were doubled from RO 10 million to RO 20 million per governorate, supporting local projects and investment.

Administrative restructuring: Ministries were merged and councils disbanded to streamline governance and improve accountability.

Delegation of authority: Key ministerial appointments, including Foreign Affairs and Finance, expanded decentralised decision-making.

Competitive development: Governorates were encouraged to compete for development funding through project proposals, fostering innovation and local economic activity.

Oman Vision 2040 alignment: All decentralisation initiatives are integrated within the four pillars and 13 objectives of Oman Vision 2040.

As part of the latest push to deepen decentralisation, governorates have begun organising the Local Administration Forum: Decentralisation and Empowering Governorates — Prospects for Comprehensive and Sustainable Development.

Dhofar Governorate hosted the forum in December 2025 under the auspices of Sayyid Hamoud bin Faisal al Busaidy, Minister of Interior, with over 150 participants, including national leaders, governors, municipal heads and Oman Vision 2040 Implementation Follow-up Unit officials.

Dr Khamis bin Saif al Jabri, Chairman of Oman Vision 2040 Implementation Follow-up Unit, said the forum was organised in line with the directives of His Majesty Sultan Haitham bin Tarik.

“It aimed to strengthen the decentralisation approach by empowering governorates to lead their own development priorities, while consolidating modern local governance principles and institutional integration at the governorate level”, he said.

Under Oman Vision 2040, power decentralisation has emerged as a core governance strategy, with development funding for governorates doubled from RO 10 million to RO 20 million each, alongside new laws granting administrative and financial autonomy.

DIGITAL ECONOMY TO SPEARHEAD OMAN'S ECONOMIC DIVERSIFICATION

HIBBA AL KINDI

THE DIGITAL ECONOMY has been identified as a central driver of Oman's economic diversification efforts. In his address to the Oman Council in 2023, His Majesty Sultan Haitham bin Tarik emphasised the strategic importance of digital transformation in shaping Oman's economic future, stating: "With our profound recognition of the necessity to diversify sources of income through knowledge, technology and innovation, we are resolutely intent on positioning the digital economy as a pivotal and central pillar of our national economy."

Valued at more than \$11 trillion globally, the digital economy is expected to reach \$23 trillion by 2025, accounting for around 24 per cent of global GDP. Recognising its growing economic weight, Oman has positioned the digital economy as a key pillar of long-term diversification through the National Programme for Digital Economy, overseen by the Ministry of Transport, Communications and Information Technology. The framework aims to raise the contribution of the digital economy to GDP from around 2 per cent currently to 5 per cent by 2030 and 10 per cent by 2040.

As part of this long-term framework, the programme has identified eight executive programmes, each detailing sector-specific initiatives, implementation mechanisms and responsible entities.

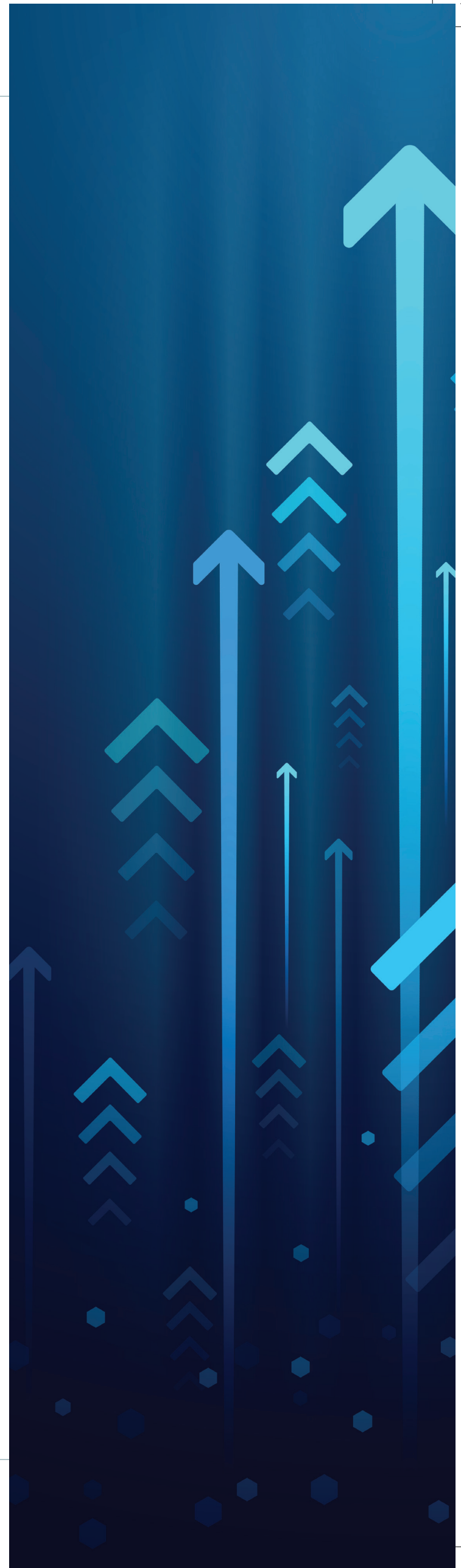
GOVERNMENT DIGITAL TRANSFORMATION PROGRAMME "TAHAWUL"

Implemented under the supervision of the Ministry of Transport, Communications and Information Technology, the Tahawul Programme aims to digitise public sector services and transition Oman towards a smart, integrated digital government. In 2025, the ministry announced the completion of 25 digital transformation projects, bringing overall implementation progress to around 80 per cent.

Key projects include the Unified Government Services Portal and its mobile application, which provide access to a wide range of public services through a single digital platform. Other completed initiatives include the National Open Data Platform, the National Digital Trust Services Project (Thiqah), enabling secure digital identity and electronic signatures, and the Government Services Procedures Simplification and Engineering Project, aimed at accelerating and streamlining service delivery.

DIGITAL INDUSTRY PROGRAMME

The Digital Industry Programme aims to stimulate the growth of Oman's digital and ICT sector as a standalone contributor to economic diversification. It focuses on localising technology, attracting investment, developing future digital skills and strengthening in-country value. Key objectives include supporting startups,



encouraging foreign direct investment, and enabling Omani digital companies to scale locally and regionally.

Progress has been most visible in the semiconductor sector, where foreign direct investment has exceeded \$130 million, reflecting growing global confidence in Oman's high-tech investment environment. The sector has seen the establishment of Oman's first semiconductor design company, GSME, the successful design of the Oman-1 and Oman-2 chips sent for fabrication at TSMC, and the training of more than 250 Omanis in advanced semiconductor design.

In parallel, the programme seeks to raise Omanisation in ICT jobs to 32 per cent by 2025 through the Makeen initiative, which targets training 10,000 Omanis in advanced digital skills and generating 7,500 income opportunities. By the end of 2023, 4,889 Omanis had been trained, representing 48.89 per cent of the target.

Oman's e-commerce market is projected to grow at a compound annual growth rate of 9.8% between 2023 and 2027, reaching \$3.27 billion by 2027

DIGITAL INFRASTRUCTURE PROGRAMME

Implemented by the Telecommunications Regulatory Authority, the Digital Infrastructure Programme aims to enhance Oman's digital backbone as a key enabler for digital services and economic activity. Initiatives focus on expanding fibre-optic networks, increasing high-speed broadband coverage, and accelerating the rollout of 4G and 5G networks, alongside upgrades to international connectivity and cloud infrastructure.

By 2023, fibre and broadband coverage had exceeded 97 per cent in several categories, while 95 per cent of mobile stations supported 4G and 5G technologies, strengthening nationwide digital readiness.

SPACE SECTOR PROGRAMME

Implemented under the supervision of the Ministry of Transport, Communications and Information Technology, the Space Programme aims to develop a commercially oriented national space sector, positioning space applications as a new contributor to economic diversification. The programme prioritises investment in the downstream space sector, including satellite communications, navigation and earth observation.

Since the launch of the National Space Policy and Executive Programme in 2023, key achievements include the successful launch of Oman's first satellite, Aman-1, the establishment of space cloud partnerships, and the hosting of the Middle East Space Conference, which attracted more than 400 participants. Private-sector momentum has included the launch of Spacerz, a satellite manufacturing company, and the development of Etlag Spaceport in Duqm, the first spaceport in the MENA region. Investments in the sector have exceeded RO

20 million over the past two years.

ARTIFICIAL INTELLIGENCE AND ADVANCED TECHNOLOGIES PROGRAMME

The Artificial Intelligence and Advanced Technologies Programme aims to accelerate AI adoption across government and industry while positioning the sector as a contributor to economic diversification. Implemented under the supervision of the Ministry of Transport, Communications and Information Technology, the programme has focused on regulatory frameworks, investment attraction and ecosystem development.

Key milestones include the rollout of the National Artificial Intelligence Policy and the National Charter for Artificial Intelligence Ethics, alongside the establishment of a Centre for the Fourth Industrial Revolution, positioning Oman among a select group of countries shaping global AI policy. AI investments reached RO 60 million in 2024, with cumulative inflows expected to reach \$250 million, including \$78 million attracted in 2023.

CYBERSECURITY INDUSTRY PROGRAMME "HADATHA"

The Cybersecurity Industry Development Programme is implemented by Oman National CERT, in coordination with the Ministry of Transport, Communications and Information Technology, and aims to develop cybersecurity as a specialised economic sector. Oman's cybersecurity market is valued at around \$50 million and is projected to grow by 24 per cent, reaching \$58 million, while organisations are expected to spend \$225 million annually by 2025.

The programme seeks to position Oman among the top 10 countries globally in cybersecurity readiness, leveraging strong institutional standing, including leadership within OIC-CERT and hosting the ITU Arab Regional Cybersecurity Centre. Initiatives include job-ready skills programmes, Hadatha Centres for Cybersecurity Industry, cyber innovation labs, investor schemes and a cybersecurity freelancing platform.

ELECTRONIC COMMERCE PROGRAMME

Led by the Ministry of Commerce, Industry and Investment Promotion, the Electronic Commerce Programme aims to position e-commerce as a driver of SME growth and digital trade. Oman's e-commerce market is projected to grow at a compound annual growth rate of 9.8 per cent between 2023 and 2027, reaching \$3.27 billion by 2027.

The programme is implemented through the National E-Commerce Plan approved in 2022, comprising 30 initiatives across regulation, logistics, payments and skills development. By the end of 2023, 46 per cent of the plan had been implemented. Regulatory reforms include the introduction of Oman's first e-commerce licensing framework under Ministerial Decision No 499/2023. As of April 2024, 3,316 licences had been issued.

SMART MOBILITY FUELS OMAN'S GREEN FUTURE

VINOD R NAIR

SMART MOBILITY has become an urgent global priority as countries confront the growing impacts of climate change, from extreme heat and flooding to cyclones and other severe weather events. In line with international efforts to curb emissions, the Sultanate of Oman has committed to achieving Net-Zero emissions by 2050, placing green mobility at the core of its environmental and economic strategy.

To meet this target, Oman is focusing on developing a low-carbon public transport system supported by smart mobility solutions. According to the Ministry of Transport, Communications and Information Technology (MoTCIT), the government is steadily building a sustainable transport ecosystem through a range of initiatives, including the expansion of electric vehicle (EV) infrastructure, the development of green fuels, and projects to reduce maritime emissions. These efforts align with Oman's broader ambition to position itself as a regional hub for green logistics and clean technology.

Progress in EV infrastructure has been significant. By the third quarter of 2025, 160 public and private EV charging stations have been installed across various governorates, supporting the growing adoption of electric vehicles. To enhance user convenience, the ministry also launched the Shahin EV charging application, which allows drivers to locate charging stations, check availability, and make digital payments. The expansion

reflects Oman's commitment to building a sustainable urban mobility ecosystem.

A major milestone was achieved with the launch of the country's first hydrogen production, supply, and distribution station in partnership with Shell. The facility

supports the deployment of hydrogen-powered mobility and represents an important step toward diversifying clean energy options for transport.

PUBLIC TRANSPORT CHALLENGE

Despite these advances, private vehicles continue to dominate daily commuting, particularly in Muscat.

According to the Muscat Area Traffic Study 2025, around 97 per cent of daily trips in the governorate are made using private cars, with nearly 71.9 per cent of these being single-

occupant journeys. The findings highlight the scale of the challenge in shifting travel behaviour.

Muscat Municipality has been encouraging carpooling as a practical and cost-effective solution to reduce congestion, emissions, and parking demand. While carpooling offers environmental and economic benefits, experts agree it cannot fully address dependence on private vehicles without a reliable, affordable, and

efficient public transport system.

CLOSING THE LAST-MILE GAP

Efforts are also underway to address the "last-mile" challenge. Several Omani-led start-ups are working with the national transport company Mwasalat to provide feeder services that collect passengers from their homes and connect them to major bus stations, improving accessibility and convenience. Smart mobility planning has gained further momentum with the completion of an initial feasibility study for the Muscat Metro project. The proposed metro network will extend approximately 55 km, running between Ruwi and Sultan Haitham City, with around 36 stations, passing through Muscat International Airport and planned urban hubs such as Ghala and Al Khuwair Downtown.

In parallel, MoTCIT is reviewing the broader public transport network within Oman and across neighbouring countries. The national urban strategy also promotes cycling and walking as sustainable modes of transport within the capital.

Taking innovation a step further, the ministry is developing a National Advanced Air Mobility (AAM) Master Plan, covering regulatory, infrastructure, economic, and social frameworks. If implemented as planned, the initiative could eventually introduce air taxis and other electric or hybrid-electric aerial transport solutions. Experts describe AAM as a next-generation transport system capable of moving people and goods efficiently within and between cities, with applications ranging from urban air taxis to emergency medical deliveries in remote areas.

INNOVATION, AI PILLARS OF DIGITAL STATE

MOHAMED AL BATTASHI

OMAN'S JOURNEY towards becoming a Digital State has gained strong momentum under the leadership of His Majesty Sultan Haitham bin Tarik. In recent years, digital transformation has moved beyond technology projects to become a national priority that supports economic growth, effective governance and better services for society.

Kawthar al Hinai, Head of Digital Transformation Programmes at the Ministry of Transport, Communications and Information Technology (MoTCIT), explains that digital transformation in Oman is not only about systems and platforms. "Our focus is on building leadership, skills, culture and new ways of working alongside technology", she says. She also leads the capacity-building and change-management pillar within the national digital transformation programme, ensuring that institutions and people are ready to adopt and sustain change.

According to Al Hinai, the leadership of His Majesty Sultan Haitham bin Tarik has played a key role in accelerating Oman's digital journey. His Majesty's leadership has provided clear direction, stability and long-term vision, allowing digital transformation to move from separate initiatives into a coordinated national agenda. Digital transformation is now seen as a core enabler of development, supporting economic diversification, government efficiency and social progress. Continuous follow-up by the Royal Office has strengthened accountability and ensured steady progress across government entities.

Over time, Oman's vision of a digital state has evolved significantly. The focus is no longer limited to digitising services. Instead, it involves rethinking how government operates, how policies are designed and how public value is delivered. Integration between systems, the use of data for decision-making and placing citizens at the centre of services have become essential elements of this vision.

Artificial intelligence is also playing an important role in this transformation. Al Hinai explains that AI is used to support decision-making by simulating policy scenarios, assessing impacts before implementation and enabling predictive analysis. Importantly, AI is designed to support human judgment, not replace it. This approach ensures that technology enhances decision-making while keeping people at the heart of governance.

MoTCIT plays a central role in guiding this process. The ministry sets the strategic direction for digital transformation, develops road maps, establishes regulatory and legislative frameworks; and ensures governance and alignment across government entities. Building trust, protecting data and ensuring coordination

remain key responsibilities of the ministry.

The digital state has a direct impact on people's daily lives. Digital services simplify interactions with government, improve accessibility and increase transparency. This, in turn, strengthens trust between citizens and institutions. By reducing complexity and improving efficiency, digital transformation helps make public services faster, clearer and more user-friendly.

For Omani youth, the digital state creates new opportunities. It opens pathways for innovation, entrepreneurship and future careers in technology and digital fields. These opportunities are supported by national programmes focused on skills development, leadership training and capacity building. Young people are encouraged to play an active role in shaping the digital future of the country.

The government also supports digital

innovation through a range of tools and initiatives. These include supportive policies, modern digital infrastructure, funding mechanisms, regulatory sandboxes and partnerships with the private sector. Platforms such as "Oman Innovates" provide spaces for collaboration, experimentation and the development of new ideas.

Digital transformation is closely aligned with Oman Vision 2040. It is considered a key enabler for achieving the vision's goals, with human empowerment as a central pillar. By investing in people, skills

and institutions, digital transformation supports sustainable development and long-term national ambitions.

Like any major transformation, the journey has not been without challenges. Al Hinai notes that the main challenges were human and institutional rather than technical. These included readiness for change, skills gaps, legacy processes and coordination across entities. Addressing these challenges required strong leadership, clear governance and continuous capacity-building efforts.

Today, Oman has reached a strong level of digital maturity. Overall digital performance stands at 85%, with digital services maturity reaching 88%. Oman ranks 23rd globally and second in the Gulf in core government systems. More than 3,100 services have been simplified and around 29 million digital transactions are processed annually. These figures reflect steady progress towards a more efficient, innovative and people-centered Digital State.

Digital transformation is now seen as a core enabler of development, supporting economic diversification, government efficiency and social progress. Continuous follow-up by the Royal Office has strengthened accountability and ensured steady progress across government entities.

OMAN'S RETURN TO INVESTMENT GRADE

*How Oman rebuilt fiscal strength
and global investor confidence*

JOMAR MENDOZA

THE SULTANATE OF OMAN has reached a milestone few could have confidently predicted five years ago: a full return to investment-grade status, crowned by Fitch Ratings' upgrade from BB+ to BBB-. This achievement is not an isolated event, but the culmination of a disciplined, carefully sequenced reform journey launched under the leadership of His Majesty Sultan Haitham bin Tarik shortly after his accession in 2020. Together with earlier upgrades by other major agencies, Fitch's decision confirms Oman's successful transition from fiscal vulnerability to economic resilience.

G UPGRADE IN 2025

In its report issued from New York, Fitch Ratings upgraded Oman's sovereign credit rating to 'BBB-' with a stable outlook, citing sustained improvements in public finances, a strengthened external position, and growing confidence in the government's ability to manage oil price volatility through prudent fiscal policy.

Fitch highlighted several decisive indicators. Public debt has fallen sharply to around 36 per cent of GDP in 2025, down from approximately 68 per cent in 2020. Budget deficits are expected to remain contained at close to 1 per cent of GDP during 2026–2027, based on conservative oil price assumptions of \$63 per barrel, while the fiscal breakeven price is estimated at \$67 per barrel. These figures reflect a structural shift in fiscal management rather than a cyclical rebound.

Economic growth prospects further strengthened the case for the upgrade. Fitch projects GDP growth of about 4 per cent in 2025, accelerating from 1.6 per cent in 2024, driven by strong non-oil sector expansion and higher oil output following the easing of Opec+ production constraints. Non-oil growth is expected to remain above 3.5 per cent through 2027, supported by domestic spending, foreign direct investment inflows, and rising tourism activity.

Perhaps most notably, Fitch pointed to a qualitative transformation in Oman's

external financial position. The Sultanate of Oman became a net external creditor in 2024, equivalent to 2 per cent of GDP — an extraordinary reversal from its net debtor position in 2021. This shift reflects debt repayments, lower public-sector corporate borrowing, stronger reserves, and growing external assets.

CRISIS AND CONSTRAINT IN 2020

To appreciate the scale of this achievement, one must revisit the economic landscape of early 2020. When His Majesty Sultan Haitham bin Tarik assumed the throne, Oman faced mounting public debt, persistent fiscal deficits, and declining oil revenues. The Covid-19 pandemic further intensified these pressures, pushing global energy markets into turmoil and exposing structural weaknesses in oil-dependent economies.

At that point, Oman's sovereign ratings had slipped deep into non-investment-grade territory. Investor confidence was fragile, borrowing costs were elevated, and fiscal space was limited. The challenge was not merely to stabilise the economy, but to fundamentally redesign the framework governing public finances.

DISCIPLINE OVER EXPEDIENCY

The response was swift and strategic. Under His Majesty Sultan Haitham bin Tarik's leadership, the government launched the Medium-Term Fiscal Plan (2020–2024), a cornerstone of Oman's reform programme. The plan prioritised deficit reduction, debt containment, and non-oil revenue mobilisation, while protecting essential social and development spending.

Subsidy reforms were implemented to reduce structural expenditure pressures. New revenue measures were introduced, including VAT, while state-owned enterprises were brought under tighter financial oversight. Importantly, these reforms were embedded within the broader ambitions of Oman Vision 2040, ensuring that fiscal consolidation supported — not hindered — long-term diversification.

A decisive moment came in October 2023 with the promulgation of the Public Debt Law, which institutionalised

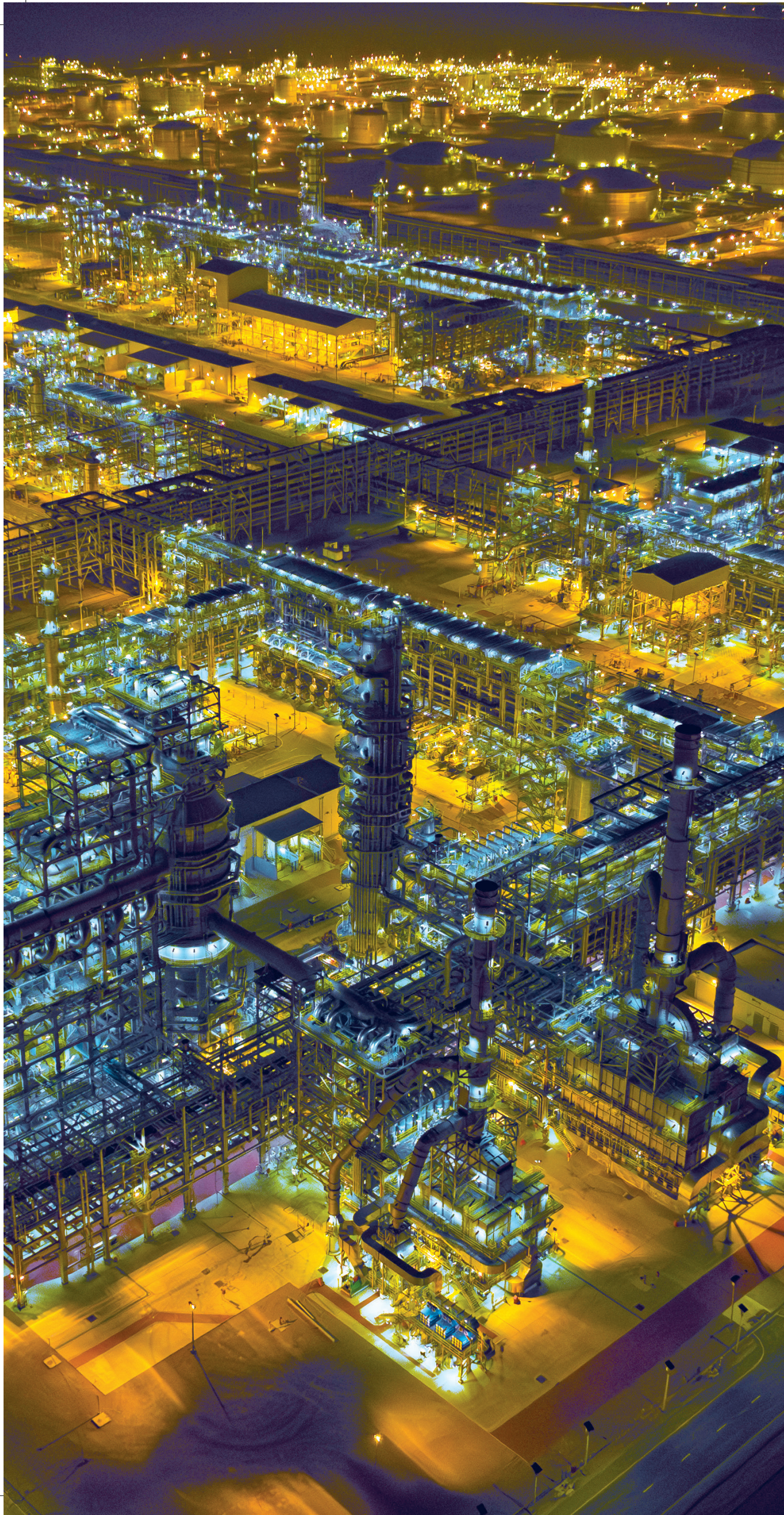
Public debt has fallen to 36 per cent of GDP in 2025, from 68 per cent in 2020. Oman became a net external creditor in 2024 from its net debtor position in 2021.

The Medium-Term Fiscal Plan prioritised deficit reduction, debt containment, and non-oil revenue mobilisation, while protecting essential social and development spending.

New revenue measures were introduced, including VAT, while state-owned enterprises were brought under tighter financial oversight.

The Public Debt Law, which institutionalised prudent borrowing practices, enhanced transparency, and strengthened risk management





prudent borrowing practices, enhanced transparency, and strengthened risk management. This law sent a powerful signal to markets that fiscal discipline in Oman was no longer discretionary, but structural.

THE RATING TURNAROUND

By 2022, international rating agencies began to respond. Moody's and S&P Global Ratings initiated a series of upgrades, recognising Oman's improved fiscal metrics and policy credibility. Fitch followed with upgrades and outlook improvements, culminating in the December 2024 revision of Oman's outlook to "Positive." The 2025 upgrade to BBB- marks the final confirmation of this turnaround. With all major agencies now rating Oman at investment grade, the Sultanate of Oman has re-entered a class of sovereigns associated with lower risk, reduced borrowing costs, and wider access to global capital markets.

BEYOND OIL: GROWTH WITH DEPTH

While hydrocarbons remain important, Fitch's assessment underscores that Oman's recovery is no longer oil-driven alone. Logistics, tourism, manufacturing, mining, renewable energy, and green hydrogen have emerged as pillars of non-oil growth. Rising FDI inflows reflect growing confidence in the investment climate, while tourism continues to benefit from infrastructure development and policy reforms. The improvement in external balances and reserve accumulation also points to a more resilient macroeconomic structure — one capable of absorbing external shocks without destabilising public finances.

WHAT LIES AHEAD

Fitch made clear that Oman's credit profile could strengthen further if non-oil revenues continue to expand, public debt declines further, and sovereign wealth assets grow. These conditions align closely with the policy trajectory already in place. For investors, the message is unambiguous: Oman has moved from recovery to credibility. For policymakers, the upgrade validates five years of politically difficult but economically necessary decisions.

A MILESTONE WITH MEANING

As Oman marks its achievements in 2025, Fitch's upgrade stands as more than a technical rating action. It is a global endorsement of a reform journey rooted in discipline, vision, and long-term thinking. Under His Majesty Sultan Haitham bin Tarik, the Sultanate of Oman has demonstrated that economic resilience is built not on short-term fixes but on structural reform, institutional strength, and policy consistency.

Oman's return to investment grade is not the end of the journey — it is proof that the path chosen five years ago was the right one.

AN URBAN RENAISSANCE

SAUD AL ANSARI

THE MINISTRY OF HOUSING and Urban Planning is implementing a package of strategic projects that translate the targets of Oman Vision 2040 into the development of smart, sustainable cities that balance economic growth with quality of life. The year 2025 witnessed a qualitative leap in the pace of work through the launch of major development projects and the expansion of local and international investment partnerships, alongside the acceleration of infrastructure works in new city sites. This has helped establish vibrant urban environments that are attractive for investment.

These projects are implemented within a comprehensive planning approach that positions Omani cities as laboratories for urban innovation, where environmental, social and economic elements are integrated into a single system.

SULTAN HAITHAM CITY

Sultan Haitham City continues to progress steadily as an advanced model for new-city development, based on smart planning concepts, sustainability, and quality of life. During 2025, the project evolved into a dynamic national endeavour marked by tangible achievements. Site preparation and grading works reached 100 per cent completion, while construction works commenced on main roads, culverts, and sidewalks, in addition to the establishment of essential utility networks. Bridge works advanced to 25 per cent, and initial electricity stations reached 30 per cent completion.

Investment opportunities were also launched for the development of three district cooling plants, alongside the establishment of the Experience and Control Centre, which has achieved more than 90 per cent completion and will serve as the city's smart heart and advanced



2025 witnessed a qualitative leap in the pace of work through the launch of major development projects and the expansion of local and international investment partnerships, alongside the acceleration of infrastructure works in new city sites

urban management hub.

The project also witnessed the launch of sales for several key residential neighbourhoods, including January Residences, Wadi Zaha, Al Nuha Neighbourhood, Al Sarooj Oasis, Al Ahlam Neighbourhood and Al Wafaa Neighbourhood, with overall sales exceeding 73 per cent of the units offered. In terms of infrastructure enhancement, Tender Package No. (12) was floated for the construction of internal and external roads linking the city to the Muscat Expressway and Sultan Qaboos Road. Additionally, the main sewer line tender was awarded at a value of RO 7 million, along with a tender of the same value for the construction of the sewage treatment plant, as part of a modern network that meets the highest standards of urban service efficiency. In this context, eight major construction packages were awarded with a total value exceeding RO 205 million.

RO 1.7 bn Yamal and Jood projects

The implementation of the Yamal and Jood projects comes within the national direction to strengthen high-quality partnerships with international developers possessing proven expertise in developing modern urban communities. This aligns with the priorities of Oman Vision 2040 in economic diversification, private sector empowerment, investment stimulation, and enhancement of local economic value. The Jood project spans an area of 2.7 million square metres and offers a smart, sustainable community comprising more than 7,000 diverse residential units, green spaces, educational, health, commercial, and recreational facilities, as well as a social and sports club. The first phase includes the offering of 600 units. In the coastal area of Al Manuma, the Yamal project extends over 2.2 million square metres, with a beachfront stretching 1,760 metres along the Sea of Oman. It features a world-class marina, international hotels, marine activities, and more than 6,000 residential and hospitality units overlooking the sea and marina. The first phase includes 700 units within a modern coastal destination inspired by Oman's deep-rooted maritime heritage.

DESTINATION OF TOMORROW

At an elevation of 2,400 metres above sea level, the Al Jabal Al Aali project was inaugurated under the auspices of HH Sayyid Bilarab bin Haitham al Said. The project embodies an integrated vision for a smart city that combines luxury and tranquillity, tourism and sustainability, accommodating more than 10,000 residents across over 2,500 residential units distributed among three fully serviced neighbourhoods.

Al Jabal Al Aali also witnessed the signing of a series of high-quality investment agreements with a total value exceeding RO 600 million.

EMBRACING NATURE

In the heart of Muscat, A'Thuraya City

was inaugurated under the auspices of HH Sayyid Bilarab bin Haitham bin Tarik al Said as an integrated urban model that reflects a balance between authenticity and modernity. Contemporary Omani architecture harmonises with the surrounding natural environment to create a vibrant urban landscape.

Located in the heart of the Wilayat of Bausher, A'Thuraya is envisioned as a smart urban city grounded in a global and ambitious investment outlook. It represents a future-oriented model for sustainable living and urban integration, spanning three development phases. The first phase covers an area exceeding 3 million square metres and aims to accommodate more than 8,000 residents through 2,600 residential units across eight integrated neighbourhoods, designed according to the highest standards of quality of life and smart urban planning, with a focus on mixed-use development and low-carbon environmental solutions.

SUROUH NEIGHBOURHOODS

During 2025, the Surouh initiative achieved tangible progress in implementing integrated residential projects that represent an advanced urban model combining quality of life, sustainability, and service integration. Work is underway to develop 20 integrated neighbourhoods and residential masterplans across various governorates, covering an area exceeding 6 million square metres, with a total investment value surpassing RO 600 million. These projects are set to benefit more than 10,000 Omani families.

Overall sales reached 95 per cent in the first phase and 50 per cent in the second phase, alongside the signing of 57 financing agreements with local banks to facilitate home ownership for beneficiaries.

SOCIAL HOUSING

The ministry continues to implement social housing programmes and housing assistance initiatives across the governorates through integrated construction projects, innovative digital services, and community partnerships that support the sustainability of this vital sector.

THE NATIONAL ADDRESSING PROJECT

As part of efforts to advance digital transformation and develop spatial infrastructure, 11 agreements were signed for the installation of street and building signage under the National Addressing Project across all wilayats of the Sultanate of Oman. These agreements include the installation of unified street and building signs within a standardised system that enhances ease of access and location identification, and supports digital transformation and geographic information services (GIS) at the governorate level. The total investment value of these agreements exceeds RO 1.3 million.

