

Unlocking Salalah's full potential could lead to contribution of ~\$9 bn in Oman's total GDP, along with ~70,000 jobs added in Dhofar

Given all the fundamentals are in place, Salalah Ecosystem can be the stimulant for Oman's vision to become dev. nation by 2040

Contribution to GDP

• Salalah Ecosystem has potential to contribute ~9 bn USD in Oman's GDP¹ (~12% of Oman's current GDP)

Salalah Ecosystem's Potential

Inflow of FDI

Salalah Ecosystem has potential to attract ~1.6 bn
 USD FDI in Oman per year⁴

Contribution to Trade

Employment Generation

Salalah Ecosystem has potential to generate ~70k

jobs (inc. SFZ, PoS & Airport)² (8x times)

 SFZ has potential to make facilitate 35bn value of trade³



Global Performance Index

 Salalah Ecosystem has potential to be under Top 10 of Global Competitiveness Index











ميناء صلا لة Port of Salalah 1998

Operation Start



Public listed company Traded on Muscat Securities Market



POPT OK SALALAH PROFILE Largest Employer in Dhofar 2600+ Staff



Others **APM TERMINALS**

30% 8% Institutional Investors Government 19% **Pension Funds** 23%

Quay length: 5,600 m



14 Berths in General Cargo Terminal

27-STS cranes Capacity 6 m **TEU**



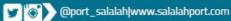
6 Berths in Container Terminal

30 years

Concession Agreement







Services



Stevedoring of containers and general cargo



Container Maintenance and Repair



Tug and Pilot boat services

45T 99 - ※ Port of Salalah



Bunkering\ Fueling Vessels



Warehousing



Refrigerated sockets & Cold storage facilities



Real estate leasing



24 hours Container Freight Stuffing activities CFS



Self-operators dhow activities



Cruise vessels facilities



Liquid bulk facilities



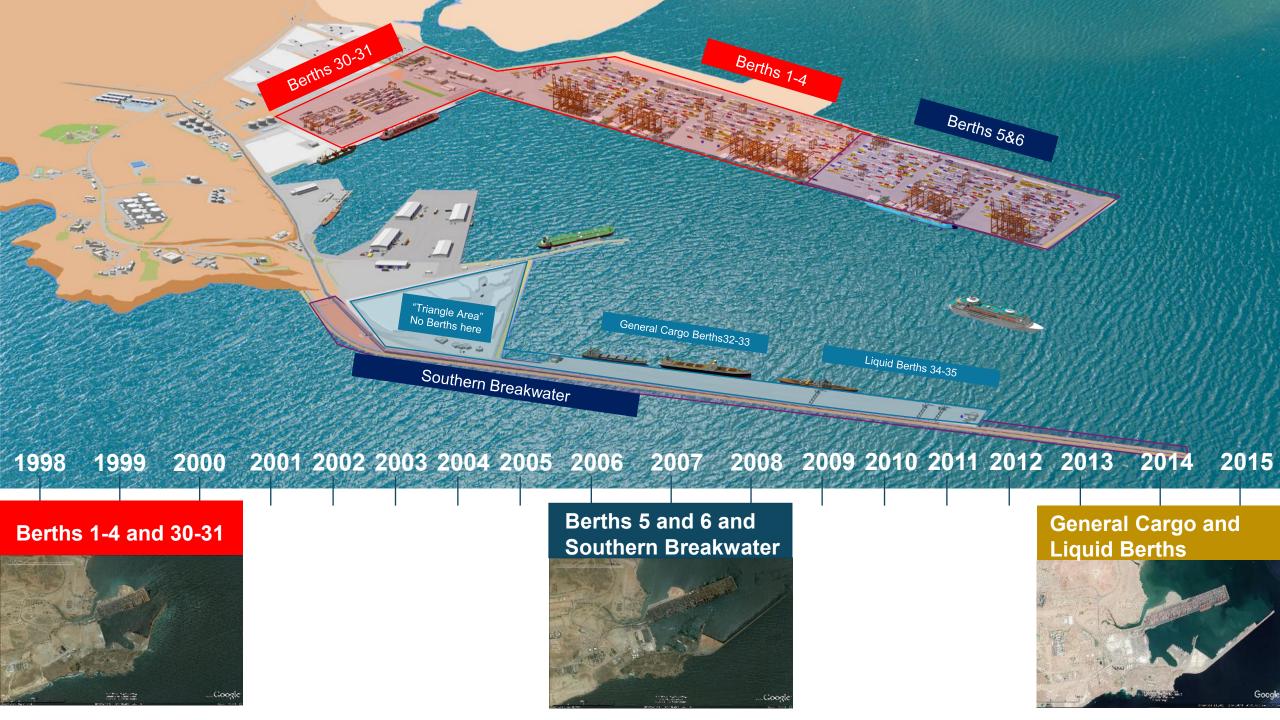
Provision and fresh water Facilities



recognized by key authorities in the ports and terminal business



+ many more awards





CARGO LOCATIONS

Cement and Clinker B32-33

Bagged and Other Cargo 21-26

Livestock 21-26

Dry Bulk Limestone and Gypsum 30-31-32-33

Grains 33

Wet Bulk: Liquid Cargo 34-35 \ 30 Methanol \ Fuel Jetty



FUTURE!

MEETING OMAN VISION 2040

60% of Logistics' Sector contribution to Oman's GDP

Largest Employer In Dhofar more than 2K employees

Mega projects on field : Continued cooperation with Salalah FreeZone



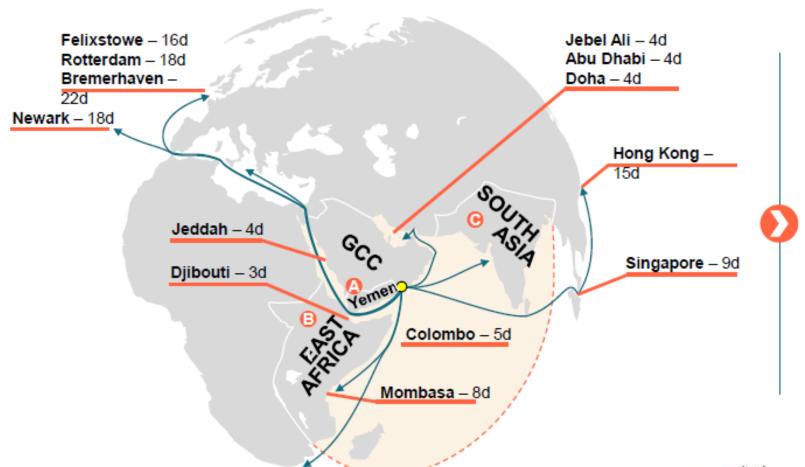


SALALAH HAS
THE LOWEST
TRANSPORT AND
LOGISTICS COST
(TTLC)
IN THE REGION

QBIS 2021

Regional focus

Salalah sits in between \$2.5 trillion worth of trade flows and close to large growing markets...



- 4 days shorter ocean time compared to Jebel Ali, Abu Dhabi and Qatar
- High potential to become a strong regional player in key growth markets
 - Yemen
 - East Africa
 - South Asia







Total Transport and Logistics Costs & Times, Salalah CT, export 20ft, 2021

Direct costs			4		-,- - }						Total
	Customs Clearing Agent	Licenses & Permits	Pick up empty	Stuffing container	Inland transport	Gate in & drop off	Border clearance	Port operation	Sea transport		
000	65-130	50	20-40		20-40		30-40	166			360-480 USD
0		2.1-3.0	0.9-1.5	0.6-0.7	0.6-1.0	0.5-3.0	2.0-5.5	Not included	Not Included		6.7-14.5 hours
Indirect costs			00			00	<u>^</u> =	000			
	Demurrage charges	Detention charges	Shutout charges	Port storage	Inventory	Penalties late delivery	Lost orders	Lost production	Spoilage	Breakage	
000	5.0	5.0	2.2	10.5	0	0	0	0	0	0	23 USD
% CT	1.5%	1.5%	11%	2.0%	0	0	0	0	0	0	
No days/CT	4.5	4.5		7	0	0	0	0	0	0	
USD/day	75	75	20	75	0	0	0	0	0	0	

In Nhava Sheva, a 2019 TTLC study assessed direct costs of exporting a 40ft container to around 790 USD, indirect costs to around 479 USD, and time to export to around 69 hours.

Salalah sits amidst \$2.5 trillion worth of trade flows and boasts a politically favorable and developed environment

At the crossroads of global trade routes

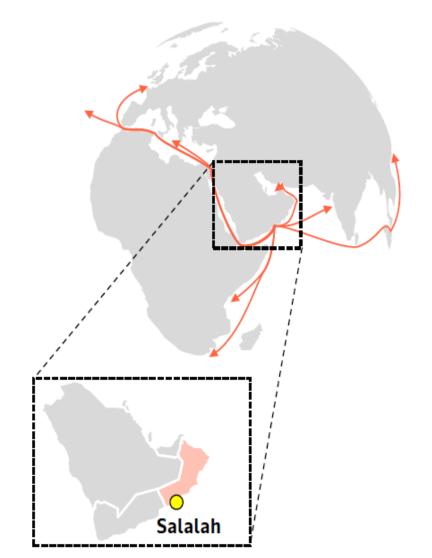
- Located on the ocean routes connecting South and East Asia with Europe, North Africa and Americas, and the upper Gulf with East Africa
- Large connectivity through global shipping hub Port of Salalah
- Favorable climate

In a favorable political climate

- Neutrality in regional conflicts makes Oman a unique starting point for countries all around the region
- Part of GCC, FTA with USA and Singapore
- Plans for extensive reforms to facilitate ease of doing business

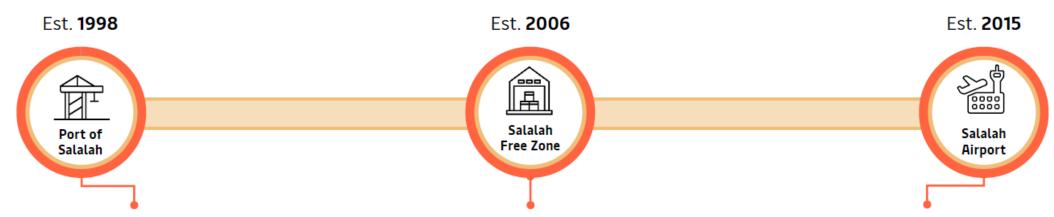
Supported by world class facilities

- · Excellent logistics infrastructure, one of the best road networks in world
- World class sea-port, ranked 6th in Container Port Performance Index
- High-quality office and warehousing space in Salalah Free Zone, combined with tax exemptions and other regulatory benefits



3

(2)



- Largest port in Oman and one of largest deep-sea ports in the GCC region
- <20km from main East-West sea route, optimally located to serve East Africa and GCC
- Container terminal and general cargo terminal facilities
- Untapped potential in developing gateway volumes, currently 6% of total
- Optionality in Ocean liner choice, which limits sea connectivity (~50 destinations)

- Office and warehousing facilities, with further availability of land for development
- 0% corporate tax and 100% foreign ownership
- 0% customs duties
- No minimum capital requirements
- Currently ~70 businesses, of which only a proportion is fully operational
- ~57% utilization of own warehousing spaces
- Mostly local or regional players established in the Free Zone in the last decade

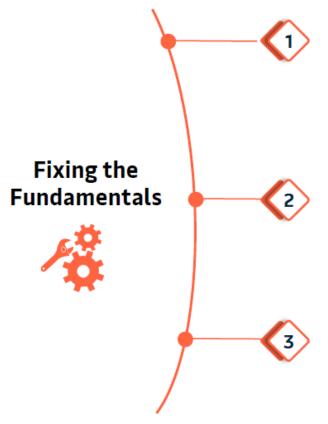
- State-of-the-art infrastructure, with excellent location for both tourism and airfreight purposes
- Airport can handle both narrow-body and wide-body aircraft
- · Proximity to other Ecosystem assets
- Network connectivity in line with regional airport, mainly served by narrow-body aircrafts
- Airfreight volumes limited, with vast room for further development











Regional supply chain hub

- Seamlessly integrated Ecosystem with connectivity to key demand centers across East Africa and Horn of Africa, akin to GCC peers, the Ecosystem offers competitive rates supported by trade agreements facilitating growth of key industries in relevant markets
- Salalah offers a compelling value proposition to investors looking to establish regional distribution and value-added services to EAF, competitive with GCC peers

Export-oriented manufacturing cluster

- Setting up a business in Salalah is quick and easy, investors are guaranteed competitive energy rates into the long-run and can find ample skilled labour in the Ecosystem, labour regulations allows for sourcing of foreign labour wherever necessary
- Salalah is able to attract key manufacturing industries prioritised by Oman's economic agenda

Gateway to Yemen

- Salalah Ecosystem offers **competitive rates** supported by **quick and easy setup** (incl. bank accounts and visas) for Yemeni investors and **facilitates smooth cross-border** cargo flows
- Salalah becomes the obvious choice to setup international trade with Yemen

Objectives

- A fully aligned Ecosystem across all stakeholders (Salalah Free Zone, Port of Salalah and Salalah Airport) is **Oman's** national priority with consistent sector focus, tailored incentives and targeted governmental support
- Salalah Ecosystem operates as **integrated Special Economic Zone with independent legal framework** supported by business-first government regulations and transparent public-private dialogue
- 3 Salalah is among GCC's most cost competitive Ecosystems across all products, services and utilities
- 4 Best-in-class infrastructure for warehousing, utilities, roads and accommodation
- One-Stop-Shop provides **quick and seamless "turnkey" customer onboarding experience**, supported by simplified approval processes and streamlined communication with authorities
- Higher sea optionality, with transparent and competitive rates, and increased air connectivity and capacity, with rates in line with competitors
- Quick **customer-oriented customs operations**, enabled by seamless bonded corridors, fully digitalized services and fees comparable with peers
- Mutually-beneficial partnership between Salalah Ecosystem and Ministry of Labour, supported by harmonised requirements, facilitated access to local talents and proactive talent development

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