



Middle East market trends

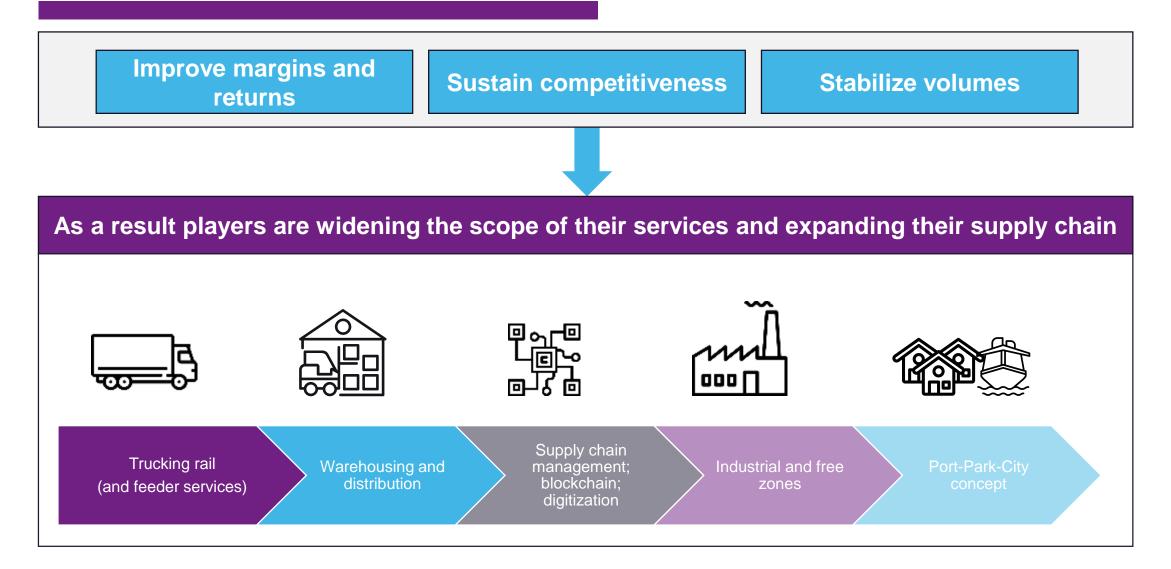
- The regional transhipment market is large but growth is slowing and competition is intense.
- New capacity development is likely to intensify competition further putting more pressure on margins.

2	011 2016	2017	2022	2030
MEA container capacity	Container throughput CAGR 4% Capacity growth 7%	capacity available 52.5 million TEU		Capacity planned 57 million TEU
		53 % of Middle East volumes is		
MEA capacity utilization	Additional16 mill TEU capacity Utilization dropped by 9% to 66%	T/S	Utilization will drop by 8% to 57% if expansion plans materialize	

Data Source: Drewry Maritime Advisors



Challenges on industry players





ASYAD TURNING CHALLNEGE TO OPPURTUNITY

Redefining advantage

اسیاد AS\^AD

Geopolitical advantages

- Stable political climate
- Young & highlyskilled human force
- Distinguished international relations
- Abundant

resources

Cost Optimization

- Duty-free exporting to the US market
- Free Zone incentives lowering operating cost of business

Conducive **Business** Environment

Clustering

Dedicated sector-specific zones addressing the infrastructure needs of large logistics companies across various industries.

Strategic location

- On the primary global trade routes through the growing markets of GCC, Indian Subcontinent and African markets
- On the East-West trade route and is within a 2 weeks reachability from major
 Colobal ports

International Investment Agreements

Connectivity

State-of-the-art Airports, deep sea ports, incentivizing free zones and well-developed highways

Three connected gates





The ASYAD Advantage

LOGISTICS

Oman's logistics sector



Ministry of Transport and Communication Policy and Regulation

✓ National Logistics Strategy
Developers ✓ Government Development Arm

✓ Government Investments Management

ASYAD

Ports and Economic Zones

Transport Companies

Logistics Support Services Companies

Strategic Fit

Superior Product Offering

Oman Inc

Sound Financial Structure

ASYAD'S Mandate



Execute SOLS 2040 to make Oman a global logistics hub

- Drive the implementation of SOLS 2040
- Formulate a national markets development plan
- Coordinate and support trade facilitation reforms
- Drive implementation of nextgeneration technologies
- Coordinate and support national

Improve performance of the Group's companies

- Manage the Government's investments in the sector
- Drive and monitor performance improvements
- Identify and realize synergies among the companies in the Group

Portfolio & Capabilities - Today





Vision



"To become a top-10 global integrated logistics service provider by 2040"

Mandate:

Execute SOLS 2040 to make Oman a global logistics hub Improve performance of the Group's companies Tomorrow (2040)

Top 10 Global Integrated Logistics Service Provider

- Multimodal service provider through an integrated set of own and external assets and capabilities
- Leading in leveraging nextgeneration technologies (e.g. robotics, artificial intelligence)
- Enabling the development of the private logistics sector, bundling their services in its integrating offering
- Successful financially and able to attract private sector capital

Ports & Free Zones

- Ports. Providing national, regional and global clients with access to diverse industries, berthing and facilities for nearly all of today's big ships and their associated cargoes, as well as for the world's largest container ships.
- Free Zones. Offer a wide variety of industrial, trading, commercial and logistics opportunities to clients with both regional and global interests.

Duqm PortSalalah Port(JV with Ports of Antwerp)(JV with APM terminals)

Salalah Free Zone

Zone (JV with Po (JV with Rotterdam

Sohar Port & Free









Freight

Our freight business includes the Oman Shipping Company, and Oman Drydock Company and Oman Rail Company. With the infrastructure, systems and facilities available through these companies, we will be able to offer our clients integrated rail, sea, repair and road solutions.

Oman Shipping



Oman Dry Dock





Oman Rail

Oman Post



Public services

Our public service offering includes the Oman National Transport Company, the National Ferries Company and the International Maritime College Oman. These companies provide diverse services aimed at supporting the growth and development of the country.

Mwasalat

National Ferries

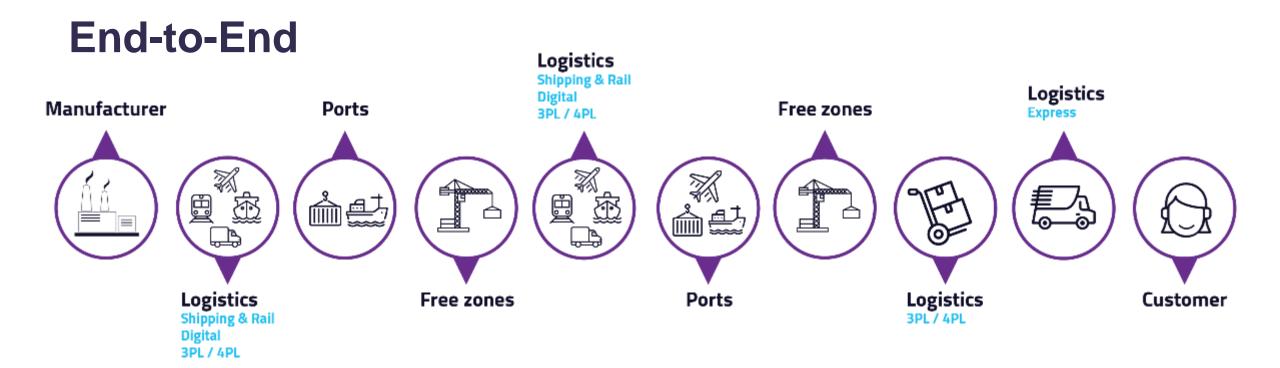


International maritime College





ASYAD Value Chain





Welcome to **Oman**.



LOGISTICS