



2025

ANNUAL REPORT





مطارات عُمان
Oman Airports



ANNUAL REPORT

2025





Let's take pride in our identity and the core essence of our personality, while at the same time opening up to the world in a balanced and objective manner and in a positive stance that does not compromise our originality or identity or make us lose or forget either of them.

**His Majesty Sultan
Haitham bin Tarik**

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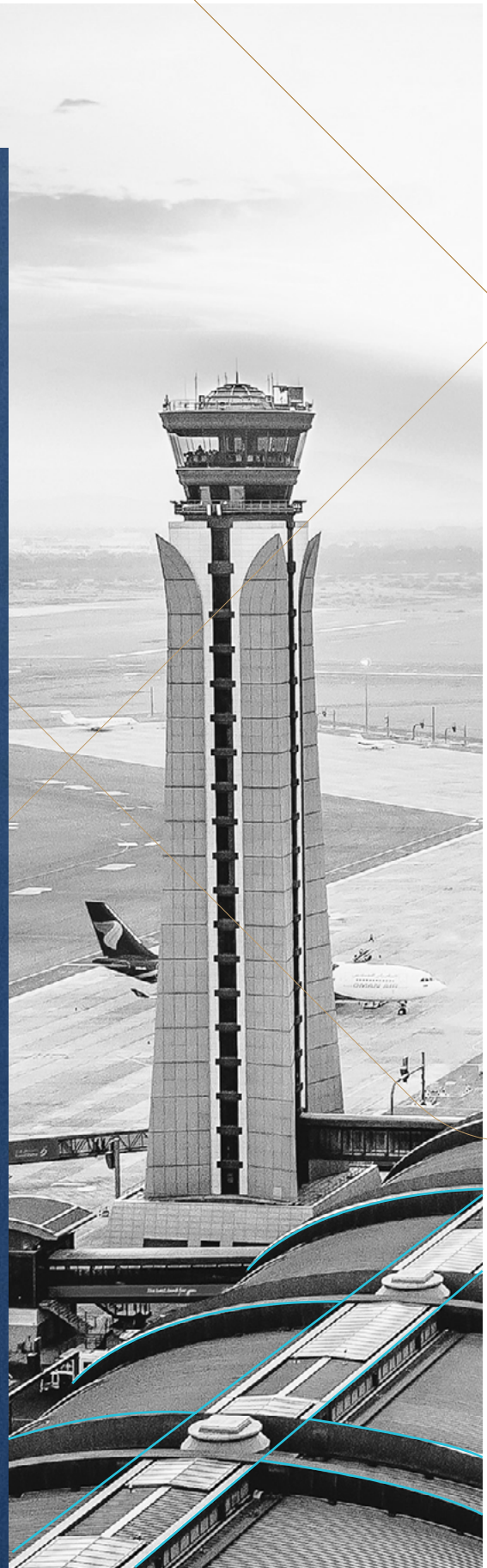
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CORPORATE PROFILE





2025 In Review



51 Airlines serving 6 new routes

In 2025, Oman Airports enhanced global connectivity by supporting new direct routes from Muscat to Amsterdam, Rome, and Beijing, strengthening links with key European and Asian markets.



41.3 M OMR

Consolidated profit results in 2025 demonstrated operational resilience and discipline.



151 M OMR

Consolidated revenue reflected solid financial performance.



15.2 Million Passengers

In 2025, Oman Airports welcomed approximately 15.2 million passengers across its airports, reflecting steady recovery and sustained travel demand across the Sultanate.



162,216 Tonnes of Cargo

In 2025, Oman Airports handled 162,216 tonnes of cargo, marking a 4% increase from 2024. The steady growth reflects rising trade activity and the continued development of air cargo as a key contributor to the Sultanate's economic connectivity.







Oman Airports achieve distinguished awards

Airport Service Quality Awards from the Airports Council International through passenger surveys.

Muscat International Airport 5 to 15 million passenger category



Best Airport in the Middle East (5 – 15 million passengers)



Best Performance for the Most Dedicated Staff



Easiest Airport Journey in the Middle East



Cleanest Airport in the Middle East

Salalah International Airport Under 2 million passenger category



Best Airport in the Middle East (under 2 million passengers)



Most Dedicated Airport Staff in Serving Passengers



Smoothest Airport Procedures in the Middle East



Most Enjoyable Airport



Cleanest Airport in the Middle East



Subsidiaries and Affiliated Companies

Oman Airports oversees a portfolio of subsidiaries and affiliated companies that play a vital role in enhancing the commercial performance, operational capability, and long-term sustainability of the aviation ecosystem in the Sultanate of Oman. These entities complement core airport operations by delivering specialized services, unlocking new revenue streams, and supporting the broader national objectives of economic diversification and private sector participation.

Through strategic ownership and partnerships, Oman Airports ensures that these companies operate with strong governance, clear performance expectations, and alignment to the Group's strategic priorities. Each entity is mandated to deliver value through operational excellence, innovation, and customer-centric solutions, while maintaining the highest standards of safety, quality, and compliance.





▶ Transom Ground Handling

Transom is a wholly owned company within the Oman Airports portfolio, established to maximize non-aeronautical revenue and enhance the overall passenger and stakeholder experience across the airport network with broad range of services from airside ground handling to terminal guest experiences, lounges, apron services, baggage handling services

➤ Transom Cargo

Transom Cargo is the cargo terminal operator at Muscat International Airport. It provides cargo services to more than 30 world leading airlines flying through the Airport. It is also the exclusive cargo handler of the national carrier, Oman Air and Salam Air, where the company supports the airline's hub operations from its head office in Muscat.

Transom Cargo is a joint venture between Transom Handling and SATS from Singapore. With this strategic partnership, the company aims to serve the local aviation industry and the Sultanate of Oman, and strengthens Oman's position as a cargo hub and the cargo gateway to the GCC.





➤ Transom Catering

Transom Catering formally known as Oman Air Catering was acquired in 2025. This company provides all catering services to all International and Domestic Airlines from Muscat International Airport and also offers Non-Aviation Catering Services. It is the biggest kitchen in the Sultanate of Oman, three times bigger than its predecessor. Designed to meet stringent HACCP & ISO requirements, each section of our kitchen is designed in a way that promotes efficiency in product flow during the preparation and dish-out phases of meal production.

➤ Oman Aviation Investments

Oman Aviation Investments is a wholly owned company by Oman Airports. This is the investment arm of Oman Airport Company which acquires interest in other companies that provide specialized services and capabilities across the aviation value chain. These include areas such as real estate, duty free, airport services, support functions, development activities, and operational enhancements. Together, these entities strengthen the Group's ability to respond to market demands, improve efficiency, and build local capability.

Oman Airports continues to review and refine its portfolio to ensure each company has a clear strategic rationale, defined role, and measurable contribution to Group performance. This disciplined approach enables the organization to balance commercial growth with operational resilience, while supporting national development goals and long-term value creation.





Vision, Mission, and Values

Aligned with Oman Vision 2040

As the Sultanate of Oman advances its ambitions under Oman Vision 2040, Oman Airports plays a pivotal role in enabling global connectivity, economic diversification, and sustainable growth. Our airports are more than gateways—they are strategic national assets that connect Oman to the world, support trade and tourism, and reflect the nation's values, culture, and hospitality. In late 2025, Oman Airports refreshed its 5 year strategic plan and vision, mission, values and strategic pillars.



Our Vision | To welcome the world to Oman.

Our vision reflects Oman's aspiration to be a globally connected, competitive, and welcoming nation as a leisure destination. Through world-class airports and services, we aim to position Oman as a preferred international destination and a trusted aviation hub.



Our Mission | With our people and stakeholders, we are building an integrated airport ecosystem that drives excellence and sustainable international growth.

Our mission underscores the importance of partnership, capability building, and long-term value creation. By working closely with employees, government entities, airlines, partners, and the wider community, we are developing an integrated airport ecosystem that delivers operational excellence, enhances passenger experience, and supports sustainable economic growth in line with Oman Vision 2040.



Our Values | Our values define who we are, how we work, and how we deliver on our vision and mission. They guide decision-making, shape our culture, and underpin our commitment to excellence.

▶ **Genuine:**

We act with integrity, authenticity, and respect, fostering trust with our passengers, partners, and communities.

▶ **Ownership:**

We take accountability for our actions and outcomes, demonstrating responsibility and pride in everything we do.

▶ **Teamwork:**

We collaborate across functions and with stakeholders, recognizing that shared success is built through partnership and collective effort.

▶ **Excellence:**

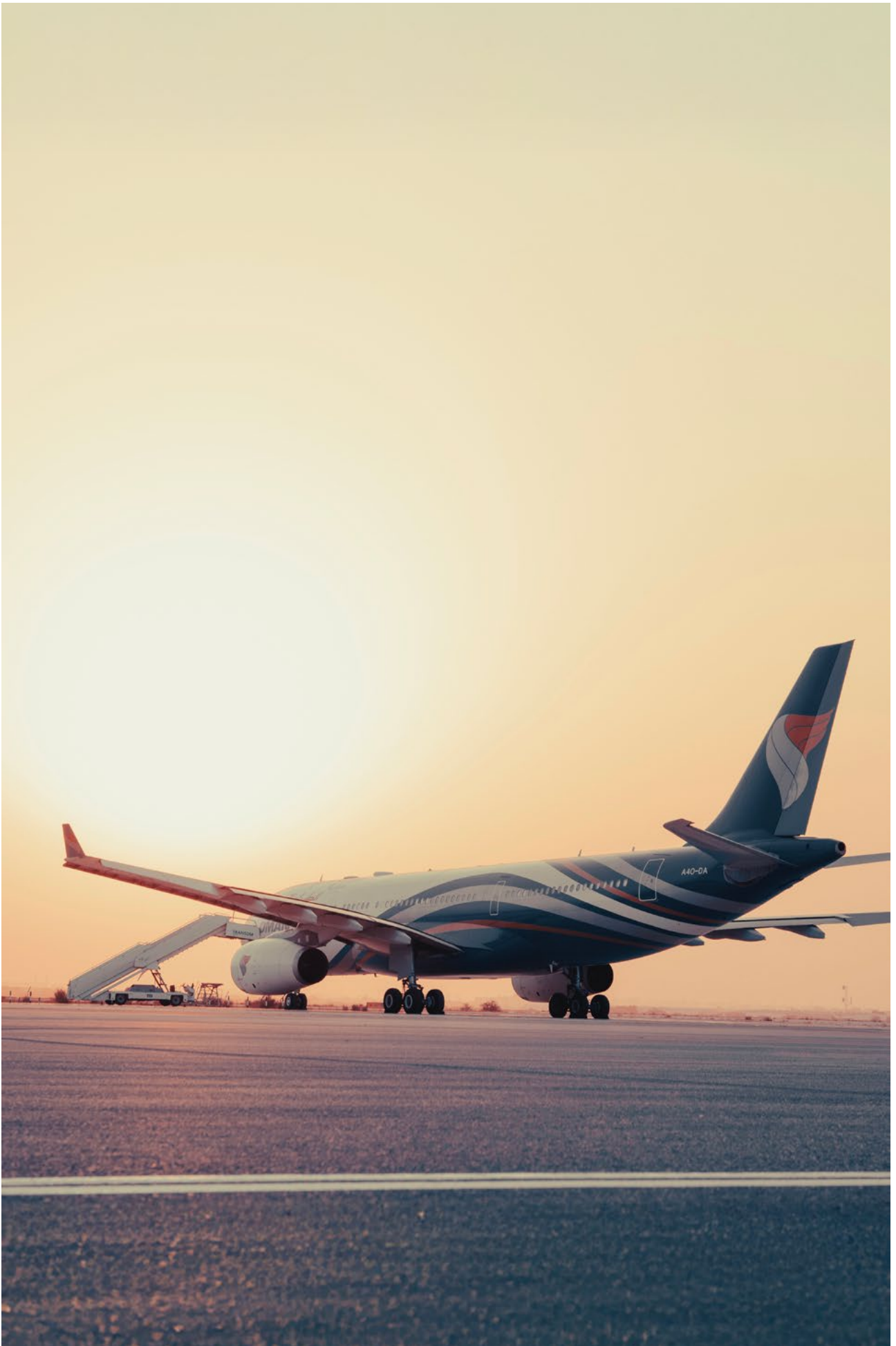
We strive for the highest standards in safety, service, and performance, continuously improving to meet and exceed global benchmarks.

▶ **Innovation:**

We embrace new ideas, technologies, and ways of working to enhance efficiency, resilience, and long-term sustainability.

Delivering National Impact

Together, our vision, mission, and values support Oman Vision 2040 by enabling economic diversification, strengthening international connectivity, developing national talent, and ensuring that Oman's airports continue to serve as engines of growth and symbols of national pride.





MESSAGE FROM THE

 **CHAIRMAN**

H.E Eng. Said Hamood Al Maawali



I am honored to present Oman Airports' Annual Report for the year 2025, a year that marked an important step forward in our journey as a national aviation operator and a strategic contributor to Oman's long-term development. As we reflect on the year, we do so with a strong sense of responsibility, resilience, and pride in what has been achieved amid a rapidly evolving global aviation environment.

Throughout 2025, Oman Airports continued to navigate a dynamic operating landscape shaped by economic uncertainty, geopolitical developments, and rising expectations from passengers and stakeholders alike. Despite these challenges, the year was defined by meaningful progress, operational resilience, and continued delivery against our strategic priorities—reinforcing the strength of our foundations and the commitment of our people.

Guided by our vision to **welcome the world to Oman**, we continued to strengthen the role of our airports as national gateways that support tourism, trade, and connectivity. In close collaboration with our stakeholders, we advanced our mission to build an integrated airport ecosystem that drives excellence and enables sustainable international growth, ensuring that our airports remain competitive, efficient, and reflective of Omani hospitality and identity.

Under the wise leadership of His Majesty Sultan Haitham bin Tarik, may God protect him, the Sultanate of Oman continues to advance its ambitions under Oman Vision 2040, with a clear focus on economic diversification, private sector participation, sustainability, and human capital development. Infrastructure and logistics, anchored by an integrated ecosystem of nationally controlled companies positioned for international reach, remain central pillars of this national vision, with aviation playing a critical enabling role. Oman Airports remains fully aligned with these national priorities, positioning our airports as engines of economic growth and platforms for global engagement.

During the year, we continued to prioritize operational excellence, safety, service quality, and financial discipline, while progressing initiatives that support sustainability, digital transformation, and organizational capability building. Our people remain at the heart of this progress, and their professionalism, dedication, and adaptability continue to be our greatest strength.

➤ **Global Market Environment and Oman's Economic Outlook**

In 2025, the global economy remained resilient despite fiscal pressures and geopolitical uncertainty. The aviation sector continued its recovery, supported by sustained demand for air travel, even as airlines and airports managed cost and capacity constraints.

Looking ahead to 2026, the outlook for Oman's aviation sector is supportive. Rising passenger demand, tourism growth, and Oman's strategic geographic position are driving increased traffic, expanded airline partnerships, and new routes across Muscat International Airport and regional airports. Continued focus on efficiency, sustainability, and digital transformation will further strengthen competitiveness and support aviation's growing contribution to non-oil revenue, employment, and trade.

➤ **Looking Ahead**

As we look to the future, Oman Airports enters the next phase of its journey with clarity of purpose and confidence. By remaining focused on our vision, mission, and values, and by working closely with our partners and stakeholders, we are well-positioned to enhance global connectivity, deliver long-term value, and contribute meaningfully to Oman's national ambitions.

On behalf of the Board of Directors, I extend my sincere appreciation to our employees, partners, regulators, and stakeholders for their continued trust and collaboration. Together, we will continue to welcome the world to Oman and build a resilient, integrated, and sustainable airport ecosystem for generations to come.

◆ **Eng. Said Hamood Al Maawali**
Chairman, Oman Airports



MESSAGE FROM THE

 **CEO**

H.E Eng. Ahmed Alamry

➤ Dear Stakeholders,

It is my pleasure to present this edition of Oman Airports' Annual Report for the year 2025—a year marked by steady progress, operational resilience, and meaningful achievements across the Group. During the year, Oman Airports continued to strengthen its performance in the management and operation of the Sultanate's civil airports, reinforcing its position as a key enabler of national connectivity, economic growth, and passenger experience excellence.

Throughout 2025, we advanced our journey of global recognition, financial discipline, and operational efficiency. As pioneers within the aviation sector, we remained focused on delivering safe, reliable, and high-quality airport services, while continuing to enhance the passenger experience across our network in line with international best practice and Omani hospitality. In parallel, we expanded our international footprint through the management of airport operations beyond Oman, with Karbala Airport standing as a key milestone in our regional outreach. We also strengthened our commercial and operational ecosystem through the establishment of QX as a dedicated airport oil operator, alongside the launch of our duty-free company, reinforcing revenue diversification and long-term value creation across the Group.

➤ Financial Performance

Oman Airports Group delivered a resilient financial performance in 2025, welcoming over 15 million passengers, reflecting disciplined management and strategic focus across its core airport operations and ground handling and cargo subsidiaries. The Group recorded consolidated revenues of **RO 151 Million**, representing a **6% growth** compared to the previous year. This increase was primarily driven by the point-to-point traffic increase at the airports, Oman Ground Handling managing 100% ground handling business and substantial increase in the non-aero revenue mainly duty free, F&B, and self-handled carpark function. Additional contributions from newly acquired equity interests, including the duty-free company, the establishment of QX as the airport fuel operator, and the acquisition of shareholdings in Oman Air-related entities further supported revenue growth and portfolio resilience. Notably, these results were achieved despite regional geopolitical challenges and ongoing visa restrictions, **highlighting the strength of the Group's diversified business model and disciplined execution.**

The Group achieved a significant improvement in financial efficiency. Consolidated **EBITDA increased by 44%**, reaching **RO 49.6 Million**, up from **RO 34.3 Million** in 2024. This improvement was supported by increased revenue, efficient cost-control measures, which resulted in higher EBITDA for the group. These results underscore the Group's commitment to financial prudence, operational resilience, and long-term sustainability within Omani aviation ecosystem.

➤ Operational Performance and Recognition

Operationally, 2025 was characterized by continued growth and stability. The number of flights increased by **0.12%** compared to the previous year, while passenger numbers rose by **2.7%**. By the end of 2025, Oman Airports was serving **51 airlines** across **141 destinations**, further strengthening Oman's global connectivity. I am also pleased to note that Oman Airports received several prestigious international awards during the year. Notably, **Muscat International Airport and Salalah Airport** were recognized through the **World Airport Awards**, reflecting our teams' unwavering dedication to service excellence, quality standards, and continuous improvement across all passenger touchpoints.

➤ Looking Ahead

As Oman's aviation sector continues to evolve, Oman Airports remains closely aligned with national efforts to modernize and strengthen the sector. Our corporate strategy focuses on building a resilient and competitive aviation ecosystem by accelerating new route development, driving sustainable passenger growth, and expanding a diversified portfolio of aviation and commercial companies—supporting economic diversification, enhancing global connectivity, and contributing directly to Oman Vision 2040. This includes accelerating new route development, scaling passenger growth, and building a portfolio of aviation and commercial companies that extend the Group's regional and international reach.

➤ Appreciation and Closing

On behalf of Oman Airports, I extend my sincere appreciation to the Board of Directors, the management team, our subsidiary companies, and the dedicated workforce across the Group, as well as to our government stakeholders, airline partners, and international collaborators. Your collective commitment, professionalism, and trust have been instrumental in making 2025 another important milestone in our journey and in strengthening Oman Airports' role as a national strategic asset.

As I conclude this message, I do so with deep gratitude and pride in what has been achieved during my tenure as Chief Executive Officer of Oman Airports. It has been an honour to lead this organisation during a period of transformation, growth, and expanding international engagement. As I assume my new responsibility as President of Muscat Municipality, I remain confident in the leadership, direction, and future of Oman Airports, and in its continued contribution to Oman Vision 2040. I wish the Group every success in its next chapter, with full confidence that it will continue to deliver sustainable value for the Sultanate and its people.

➤ **Ahmed Alamry**
Chief Executive Officer*, Oman Airports

**His Excellency Ahmed Alamry was appointed as President of Muscat Municipality on the 12th of January 2026. Oman Airports Management Company and the Board of Directors wish Mr. Alamry all the best in his new appointment.*



MESSAGE FROM THE

 **A.CEO**

Nasser Alsharji

As I assume the responsibility of Acting Chief Executive Officer following H.E. Eng. Ahmed Alamry's tenure, I do so with deep appreciation for the strong foundation, strategic clarity, and institutional discipline established under his leadership. His stewardship has positioned Oman Airports on a path of resilience, growth, and international recognition.

This transition represents continuity rather than change in direction. Oman Airports remains firmly committed to its mission of delivering safe, efficient, and high-quality airport services, strengthening national connectivity, and contributing meaningfully to Oman Vision 2040. Our values, strategic priorities, and long-term objectives remain unchanged.

Together with our Board of Directors, executive team, subsidiary companies, and dedicated workforce, we will continue building on the momentum achieved, ensuring stability, disciplined execution, enhanced guest experience, accelerated digitalization, and sustained value creation for the Sultanate.

◆ **Nasser Alsharji**
Acting Chief Executive Officer





GOVERNANCE





Board Members



H.E Said Al Mawaalii
Chairman



Ahmed Tufail
Deputy Chairman



Haitham Al Ghassani
Board Member



Najeeb Al Harthy
Board Member



Stephen Kavanagh
Board Member



Antonio Menezes
Board Member



Mehmet Ilker Ayci
Board Member



Management Team



Saud Abdulaziz Al-Azizi
Chief Corporate Support



Saud Nasser Said Al Hubaishi
Chief Operations Officer



Stephen Butler
Chief Financial Officer



Linda Schucroft
Chief Strategy, Digital & Experience Officer



Jeremy Pennington
Acting Chief Commercial Officer



Said Abdullah Said Al-Ghaithi
Acting VP Technical Services





RISK MANAGEMENT



Enterprise Risk Management Framework

Oman Airports' ERM framework is designed to identify both **strategic and operational risks**, as well as emerging risks that may impact long-term performance and sustainability. Risks are evaluated based on their likelihood and potential impact, with mitigation strategies developed and monitored through defined action plans.

The ERM framework categorizes risks into the following key areas:



This structured approach enables the Oman Airports to prioritize resources, strengthen internal controls, and enhance resilience across the airport ecosystem.

▶ Key Strategic and Operational Risks

▶ Aviation Market and Demand Volatility

Fluctuations in global and regional aviation demand, driven by economic conditions, geopolitical developments, and airline capacity decisions, may impact traffic volumes and revenue. Oman Airports mitigates this risk through traffic diversification, airline engagement, route development initiatives, and a balanced revenue mix.

▶ Operational Resilience and Safety

Ensuring safe, secure, and uninterrupted airport operations remains a top priority. Risks related to infrastructure reliability, airside operations, and service continuity are managed through rigorous safety management systems (SMS), preventive maintenance programs, emergency preparedness, and regular testing of business continuity plans.

▶ Financial Sustainability

Revenue variability, cost pressures, and capital investment requirements pose ongoing financial risks. These are mitigated through strong financial governance, disciplined cost management, diversified non-aeronautical revenues, and prudent capital allocation aligned with long-term demand forecasts.

▶ Cybersecurity and Technology

As digitalization increases across airport operations, cybersecurity and system reliability risks continue to evolve. Oman Airports strengthens its cyber posture through layered security controls, continuous monitoring, employee awareness, and alignment with international information security standards.

▶ Human Capital and Capability

Attracting, developing, and retaining skilled talent is critical to operational excellence and future readiness. Oman Airports mitigates this risk through workforce planning, leadership development, national talent development initiatives, and a strong focus on organizational culture and engagement.

▶ Climate Change and Sustainability

Physical climate risks, environmental regulation, and stakeholder expectations present both challenges and opportunities. Oman Airports actively integrates sustainability considerations into infrastructure planning, energy management, and operational decision-making to enhance long-term resilience and environmental performance.

◆ Emerging Risks and Opportunities

In line with global best practice, Oman Airports continuously monitors emerging risks, including changes in airline business models, evolving passenger expectations, technological disruption, and regulatory developments. These insights inform strategic planning and enable the organization to adapt proactively in a rapidly changing aviation landscape.

◆ Building Long-Term Resilience

Risk management at Oman Airports is not solely about risk mitigation, it is also about enabling opportunity, innovation, and sustainable growth. By embedding risk awareness into decision-making and fostering a culture of accountability and ownership, Oman Airports strengthens its ability to deliver long-term value to stakeholders while continuing to welcome the world to Oman.





PASSENGER GROWTH





➤ Global Market Scenario for 2026

In 2026, the global air travel market is expected to experience significant growth as the economy rebounds and passenger demand rises. With recovery from pandemic-related disruptions, airlines are expanding capacities and introducing new routes, projected to bring air passenger numbers to approximately 4.3 billion, exceeding pre-pandemic levels.

Technological innovations will drive market dynamics, including advancements in biometric screening and contactless services that enhance operational efficiency and passenger convenience. Sustainability will be a critical focus, as airlines invest in fuel-efficient aircraft and alternative fuels to meet stricter emissions regulations, essential for competitive positioning.

Emerging markets, particularly in Asia-Pacific and Africa, are contributing to this growth as increasing middle-class populations drive travel demand. Our airport is poised to benefit from this trend through enhanced partnerships with airlines, enabling new flights and improved traveller experiences. By adapting to these evolving market conditions and emphasising innovation and sustainability, we can ensure our airport remains a pivotal player in the global aviation landscape.

GROWTH

0.1%

Increase in the number of **Air Traffic Movements** in 2025 (compared to 2024)

2.7%

Increase in the number of **Passengers** in 2025 (compared to 2024) (for All Airports)

51

Total number of **Airlines***

1.0% 25%
MCT SLL

Increase in the number of **Shipments** in 2025 (compared to 2024)

141

Total number of **Destinations****

6

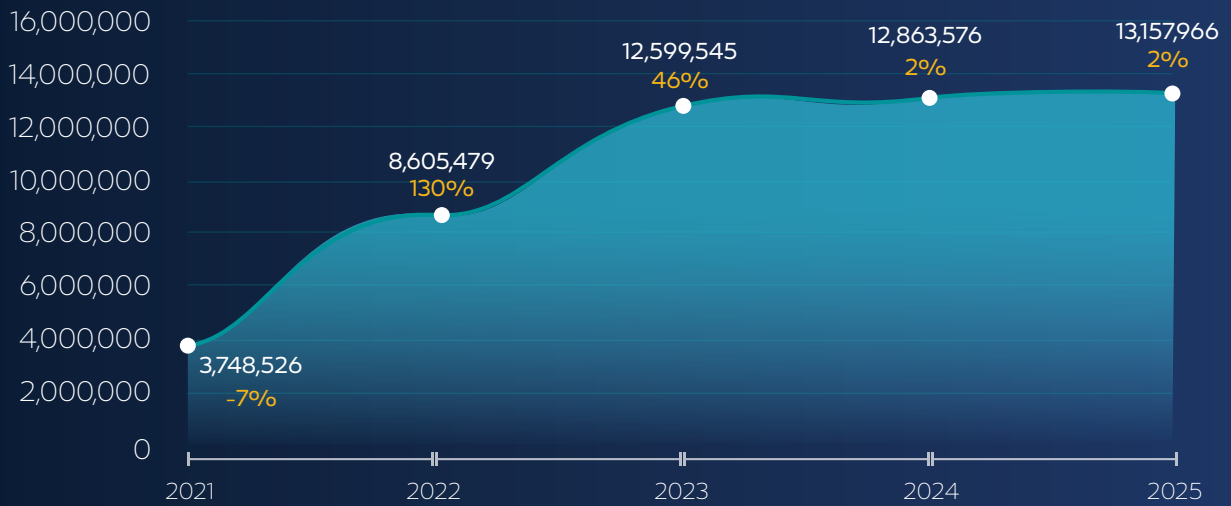
Number of **New Airlines**

* Includes total scheduled, chartered & stopped airlines from all airports.

** Includes total scheduled, chartered & stopped destinations from all airports.

➤ Actual Passenger Traffic (PAX)

MCT PAX



SLL PAX



➤ Actual Air Traffic Movements (ATM)

MCT ATM



SLL ATM



السوق الحرة
MUSCAT
DUTY FREE

TOMFORD

سوق

GIVENCHY

السوق الحرة
MUSCAT
DUTY FREE

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www.muscatdutyfree.com

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COMMERCIAL PERFORMANCE

Commercial

| Airlines | New Destinations Started/ Announced in 2025 | No of Flights | Date of Operation |
|--------------------------|--|------------------|----------------------|
| Oman Air | Singapore | 4 weekly | 26-Jul-26 |
| | Saudi Arabia, Taif | 3 weekly | 31-Jan-26 |
| | Iraq, Baghdad on to Denmark, Copenhagen | 2 weekly | 16-Dec-25 |
| | Rwanda, Kigali | tbc | 1-Jun-26 |
| | Russia, Moscow (SLL) | 2 weekly | 26-Dec-25 |
| Salam Air | Sudan, Port Sudan | 3 weekly | 27-Jan-26 |
| | Syria, Damascus | 2 weekly | 2-May-26 |
| | Indonesia, Medan | 2 weekly | 3-Jul-26 |
| | Austria, Vienna | 3 weekly | 24-Jun-26 |
| Air India Express | India, Mangalore | 3 weekly | 26-Mar |
| Kish Air | Iran, Chah-Bahar | 2 weekly | 9-Jan |



➤ Non-Aeronautical Achievements 2025

1. Car Park:

- ◆ The operational model of the car park was fully transferred from a third party operator to Oman Airports on April 1st 2025 reflected with an approximate 35% growth in revenue vs 2024.

2. Car Rental:

- ◆ In addition to our eight existing car rental operators we have added additional three operators: Yello, Al- Etihad, Almaha.

3. Food & Beverage:

- ◆ Awarded Calo as the new operator for staff canteen and central kitchen.
- ◆ Awarded six new concepts at both airside and landside locations which include Italian corner, chai point, pizza, crepe, burger, cafe schedule to open in early 2026.
- ◆ Awarded Laduree, a high end French Cafe at airside.

4. Hospitality:

- ◆ With the success of our airside hotel operated by Aerotel, Oman Airports signed an agreement to open another Aerotel with a landside location to attract a greater footfall as the location is more accessible.
- ◆ Awarded Transom to operate a new lounge (Majan Lounge) in Salalah to be opened early 2026.

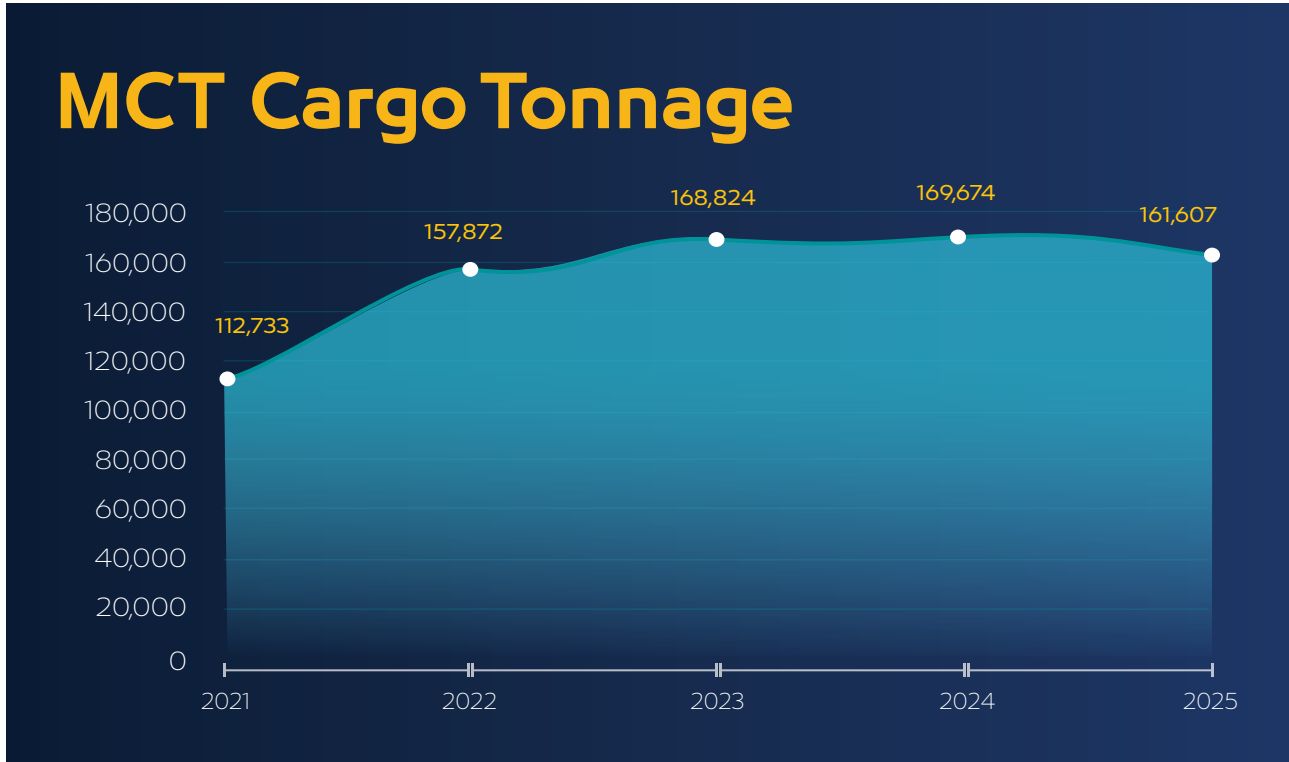
5. Retail:

- ◆ Opening of "Omani Corner" at departure airside to promote Omani retail products in collaboration with Alshara'a.
- ◆ Signed an agreement to operate the Tourism Counter at the arrivals to advertise for Omani travel Packages.
- ◆ Introduced three new concepts:
 1. Luxury watch outlet at departures level airside.
 2. Perfume retailer at departure level landside.
 3. Flower shop outlet at arrivals landside

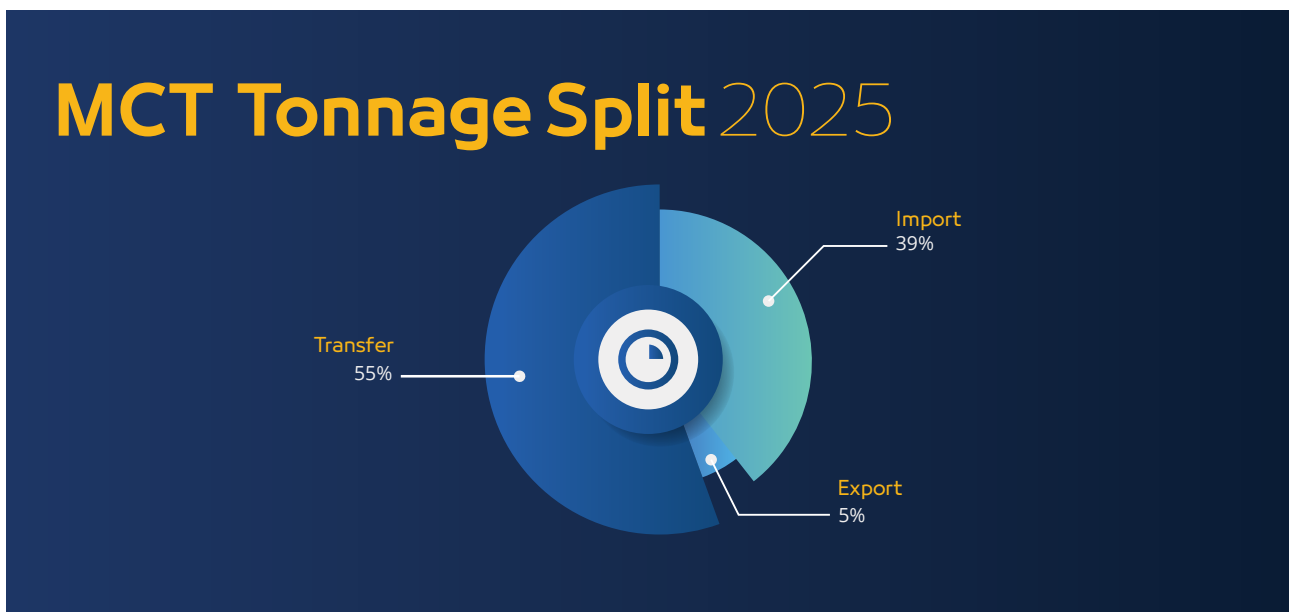
➤ Cargo: Muscat & Salalah

Muscat International Airport

| MCT Cargo Tonnage 2021- 2025 | | | | |
|------------------------------|---------|---------|---------|---------|
| 2021 | 2022 | 2023 | 2024 | 2025 |
| 112,733 | 157,872 | 168,824 | 169,674 | 161,607 |



| MCT Tonnage Split 2025 | | |
|------------------------|--------|----------|
| Import | Export | Transfer |
| 39% | 5% | 55% |

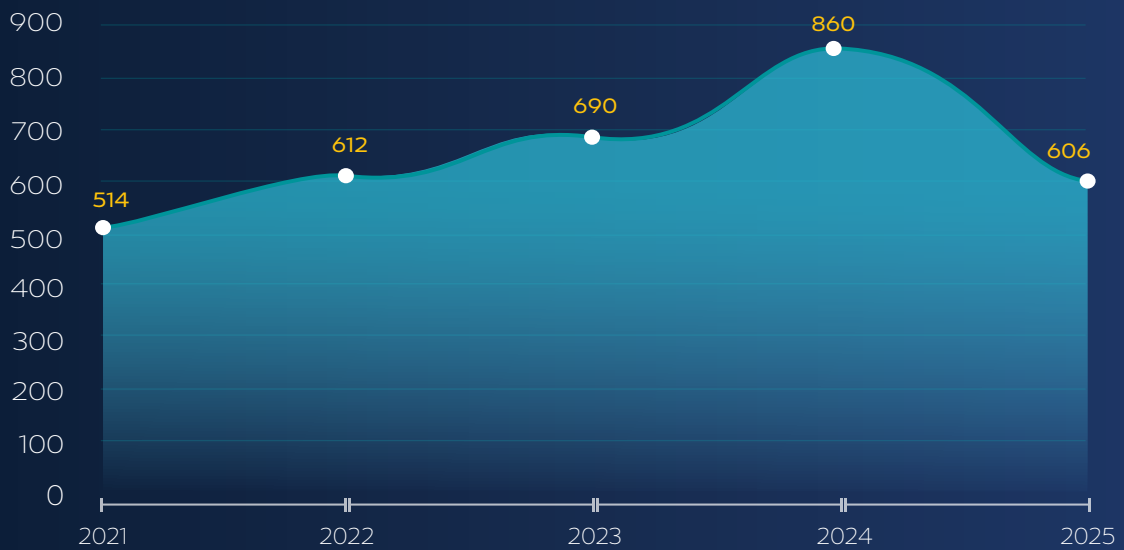


Salalah Airport

SLL Cargo Tonnage 2021 - 2025

| 2021 | 2022 | 2023 | 2024 | 2025 |
|------|------|------|------|------|
| 514 | 612 | 690 | 860 | 606 |

SLL Cargo Tonnage



SLL Tonnage Split 2025

| Import | Export |
|--------|--------|
| 66% | 34% |

SLL Tonnage Split 2025



ON-TIME PERFORMANCE

Muscat International Airport

99%



Salalah Airport

99%

Year-end 2025
On Time Performance
(Departure within 15 min SDT)

Availability of Critical Airport Infrastructure During Peak Times

98%

STANDS



99%

STANDS

98%

GATES



99%

GATES







TECHNOLOGY



➤ Digital Transformation

Oman Airports continued to advance its digital transformation agenda, leveraging technology to enhance operational efficiency, decision-making, and passenger experience. Key initiatives focused on modernizing core systems, digitizing processes, and improving data integration across airport operations to support a more agile and connected airport ecosystem.

Several strategic projects were delivered in 2025 including a contract management system to optimize procurement cycle, digital correspondence and archiving platform, several passenger experience projects such as the introduction of self-service bag drops, and payment automation for B2B with the Bank of Muscat.

In addition, several projects were also delivered by out in-house development team which benefited several of our stakeholders like the passenger reception centre (in the Nafath module, parking management system and taxi ticket system.

➤ Artificial Intelligence (AI)

During the year, Oman Airports began embedding artificial intelligence capabilities across selected operational and support functions through the Shaheen initiative. AI-enabled solutions leveraging Computer Vision technology, including the deployment of over 1,000 cameras, were introduced with a long-term vision to cover the entire airport ecosystem, from parking areas and passenger terminal buildings (PTB) to airside and apron operations. The initiative aims to automate processes, enhance operational efficiency, improve safety and service quality, measure key performance indicators (KPIs), and enable predictive analytics, laying the foundation for smarter, more responsive, and data-driven airport operations.

➤ Innovation

Innovation remained a key driver of performance improvement and future readiness. Oman Airports fostered a culture of continuous improvement by encouraging the adoption of new technologies, exploring innovative operational models, and collaborating with partners like Huawei to pilot solutions that enhance efficiency, safety, and passenger satisfaction. Furthermore, Oman Airports Innovation lab team worked with Sita Labs to build AI assistances and agents based on passenger and flights operations data for better decision making and enhanced passenger experience.

➤ Security

As digitalization accelerated, strengthening cybersecurity remained a top priority. Oman Airports enhanced its cyber defence framework through improved monitoring, risk assessments, system controls, employee awareness programs, and the use of AI-based tools to enhance threat detection and incident response, ensuring the protection of critical infrastructure, operational systems, and sensitive data. Oman Airports completed the ICAO USAP-CMA audit of its national aviation security and facilitation system, covering eight critical elements. Oman achieved 94.4% for Annex 17 and 100% for Annex 9, ranking among the top performers globally and third in the Middle East.



➤ **Strengthening the Core: Network and Infrastructure**

Recognizing the importance of a resilient digital foundation, Oman Airports invested in strengthening its core network and infrastructure. Upgrades focused on improving system reliability, scalability, and performance, ensuring uninterrupted operations and supporting the growing demand for digital services across the airport ecosystem. Oman Airports was the first in the world to deploy wifi 7 across its airports.



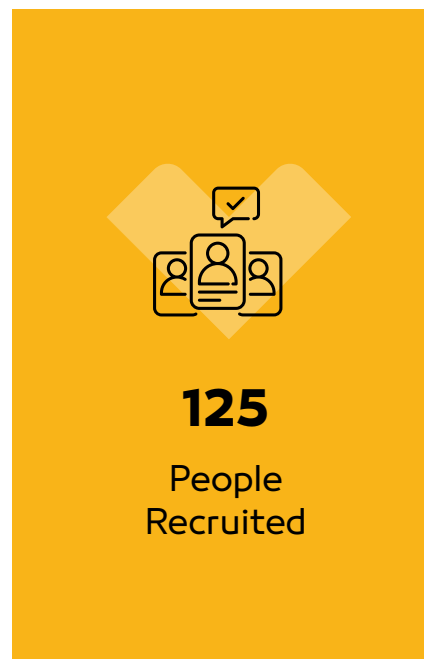
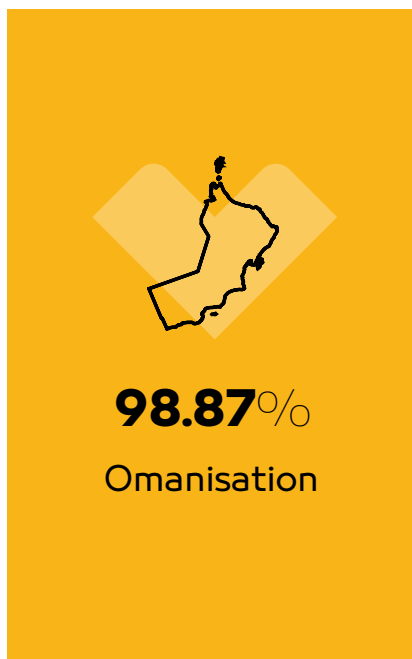




PEOPLE & COMMUNITY

At Oman Airports, our people are at the heart of our success. We foster a supportive and inclusive culture that enables employees to grow, develop essential skills, and contribute meaningfully to the organization.

The People & Culture team plays a key role in strengthening engagement, supporting employees, and aligning workplace culture with our strategic goals—creating a positive environment where individuals and the organization can thrive.



+15
Employee Engagement
Initiatives and Programs

STEP
Program

Mentorship
Program

Fikratti
Plus

Tawjih

Football
Tournaments

Barbecue
Night

Woman's
Day

National
Day

Eid
Souq

Back to
School

Ice Cream
Day

Fruit
Basket

Employee of
the Month

Team of the
Month

Leader of the
Quarter

▶ Oman Airports Training Centre 2025

With our international accredited L&D center, we ensure to equip our employees with the knowledge and skillset to become the industry's leaders tomorrow & to ensure our people meet their full potential



Safeer Professional Exchange (Riyadh Airport)

The goals of this staff exchange program include:

- ◆ Strengthening cultural exchange and understanding.
- ◆ Sharing best practices and expertise.
- ◆ Promoting collaboration and cooperation among airports.



AWLADNA (Employee Kids Program)

This one-week adventure is specially designed for the children of Oman Airports employees (7 to 10 Years Old), providing a unique blend of fun, enjoyment, and learning activities. Our aim is to bring the kids closer to their parents' working environment and introduce them to the fascinating world of aviation. The program implemented into two groups with total of 60 children.



DHO FAR ظفار

A training program was conducted in the Dhofar–Salalah session as part of an initiative in collaboration with Dhofar Municipality and Oman Airports Training Centre. Oman Airports Training Centre delivered five specialized courses in Dhofar, aiming to attract key stakeholders to attend and enhance their skills and engagement.



EQLA'A Internship Program

Oman Airports Training Centre has launched a summer training program aimed at supporting undergraduate students through a two-month practical training experience across its airports. As part of this initiative, Oman Airports is pleased to welcome 52 talented young Omani students to the "Eqla'a" Professional Development Program, reflecting its commitment to empowering national youth and enhancing their practical and professional capabilities.



ETTIZAN

Oman Airports Training Centre launched an initiative aimed at promoting a happier life and achieving a healthy work–life balance among employees. As part of the initiative, the Centre conducted five engaging sessions, including Learning a New Language, AI Workshop, and Invest Today for a Happier Tomorrow. The initiative attracted strong participation, with 113 staff members attending the sessions.



Secondment Opportunity

In collaboration with the Royal Academy of Management, Oman Airports welcomed two staff members for on-the-job training across different departments, providing them with practical exposure and hands-on experience.



On Job Training

Oman Airports Training Centre hosted an on-the-job training program for staff from Dammam Airport Company (DACO). The program welcomed eight DACO staff members and focused on enhancing their understanding of the Airport Operations Center (AOC), as well as facilitating experience sharing and knowledge exchange between both organizations.



Accreditations

We are accredited by leading international aviation bodies, including **IATA, ACI, and ICAO**, reflecting our commitment to the highest industry standards. We are also proud to be the first **American Heart Association (AHA)** Airport Centre certified in the MENA region and locally we are certified by Local like Civil Aviation Authority, demonstrating our leadership in aviation excellence across the region.



Karbala

Oman Airports Training Centre will manage the training part for Karbala International Airport (KBL) in Iraq, under a strategic agreement with Taiba Karbala Company to prepare, equip, and operate the airport, focusing on training local staff to international standards. Oman Airports training center will provide support and training for staff.



KAFU
نظام الكفاءات الوظيفي
Employee Competency System

Kafu

A Competency Framework System is a structured model that defines and outlines the specific competencies required for individuals working within an organization.



Our Community

➤ Introduction

Oman Airports demonstrated a strong commitment to social responsibility throughout 2025 by delivering impactful CSR initiatives and strategic sponsorships that support community development, inclusion, and national engagement. Through partnerships with key organizations, the company contributed to awareness, education, and empowerment programs, while also enabling charitable giving and supporting initiatives that promote Oman Airports values and sustainable progress.

➤ CSR Initiatives (2025)

1. Library Renovation Project at the Childcare Center for Orphans.

Oman Airports is supporting the Childcare Center for Orphans by renovating the children's library to enhance the learning environment and create a more engaging reading space for orphaned children. An agreement has been established, and the project is included within the 2025–2026 CSR plan.



2. Organ Donation Awareness Campaign – “Gift of Life”.

Oman Airports supported the national organ donation awareness initiative “Gift of Life”, led by the Ministry of Health through the MedSCO Community. The campaign was delivered over three days at The Village, Muscat, raising public awareness on the importance and positive impact of organ donation.

3. Support to the Omani Special Olympics association – Coaches Training Workshop.

Oman Airports supported a two-day training workshop for coaches specializing in physical development activities for the Omani Special Olympics, held at the Sultan Qaboos Sports Complex in Bousher. The workshop strengthened coaching capabilities and enhanced professional skills, contributing to improving the quality of programs delivered to athletes with intellectual and physical disabilities.

4. Electronic Donation Machines at Muscat International Airport (Thawani Partnership).

Oman Airports, through its CSR commitment, partnered with Thawani Electronic Gateway to install electronic donation machines in three locations at Muscat International Airport. Each machine includes multiple registered official charity organizations, supported by a creative engagement approach to encourage travelers to donate easily and support community causes.

5. Partnership Agreement with the Association of Children with Disabilities.

Oman Airports signed a two-year CSR agreement with the Association of Children with Disabilities to support the association’s operating expenses. This contribution helps ensure continuity of key services and essential operational activities, strengthening the association’s ability to deliver ongoing care and support for children with disabilities.

6. Support to Al Noor Association for the Blind – Dhofar.

Oman Airports supported the Al Noor Association for the Blind in Dhofar after reviewing the association’s full year programs and specialized training activities for blind and visually impaired individuals. The support contributed to the funding of three workshops/training programs, helping empower the visually impaired individuals with practical skills and personal development opportunities.

7. Annual CSR Contribution to OCO (Oman Charity Organization).

As part of Oman Airports’ yearly CSR budget, 20% is allocated annually to the OCO to support its ongoing charitable work and community-focused projects, ensuring sustained contribution to social development initiatives across Oman.

➤ Sponsorship Projects (2025)

1. Cybersecurity Awareness Week (CAA) – Sponsorship.

Oman Airports participated in sponsoring the Cybersecurity Awareness Week organized by the Civil Aviation Authority (CAA). The initiative targeted internal staff and aimed to enhance cybersecurity knowledge, promote safe digital practices, and strengthen organizational awareness of cyber risks.



2. Ministry Football Championship 2025– Silver Sponsorship.

Oman Airports supported the 2025 Ministry Football Championship, organized by the Ministry of Transport, Communications and Information Technology as a Silver Sponsor. This sponsorship reflects Oman Airports' commitment to institutional partnership and its support for sports and wellness initiatives across government entities.



3. Kareef Dhofar Festival – Bronze Sponsorship (2025).

Oman Airports contributed to the Dhofar Municipality Festival by sponsoring the Khareef Dhofar festival Events as a Bronze Sponsor in 2025. This support enabled the delivery and continuation of various activities within the annual Dhofar Festival, promoting community engagement and cultural tourism.



4. TV Program sponsorship – “Dhofar: Our Destination”

Oman Airports supported the production of the TV program “Dhofar: Our Destination” aired on Majan TV, in collaboration with Oman Air. This initiative supported national promotion efforts by enhancing Oman Airports’ image as a modern cultural gateway and highlighting the airports’ role in enriching visitor experience during the Dhofar Khareef season, showcasing services, facilities, digital transformation initiatives, and traveler experience improvements.



5. National University of Science & Technology – International Conference on Higher Education in Health Professions.

Oman Airports supported the International Conference on Higher Education in Health Professions Education organized by the National University of Science & Technology, aligning with the company’s sponsorship objectives that serve the community and support knowledge-based development. The event included sessions, workshops, and skill-building activities, providing a dynamic learning and collaboration environment. With international speakers and attendees from multiple countries, the conference served as a global platform for sharing best practices, encouraging innovation, and promoting excellence in health professions education.



Sponsors الداعمون

Partners الشركاء



50



اليوم الوطني المجيد Omani National Day

6. Omani National Day Advertisement (CAA Aviation Entities)

Oman Airports participated with the Civil Aviation Authority (CAA) in sponsoring the annual Omani National Day “Oman newspaper” advertisement, implemented collectively among aviation entities under the CAA umbrella. This yearly initiative reflects national pride and unified institutional participation in celebrating the Sultanate’s National Day.



HEALTH, SAFETY & ENVIRONMENT (HSE)





▶ Fostering HSE Excellence

Oman Airports is firmly committed to maintaining exemplary standards in Health, Safety, and Environmental (HSE) management to protect the wellbeing of passengers, employees, contractors, and all airport users. The HSE Department continues to actively develop, implement, and monitor policies and procedures that are aligned with internationally recognized standards and best practices.

Through a systematic and proactive approach, Oman Airports places safety, security, and environmental responsibility at the core of its operations. This commitment is consistently demonstrated across all airports through the application of robust safety controls, sustainable initiatives, and continuous performance improvement. From strict operational procedures to environmentally responsible practices, HSE considerations are embedded throughout all aspects of airport activities.

Oman Airports remains dedicated to delivering high-quality services while ensuring the highest levels of health, safety, and environmental protection. Recognizing that people are its most valuable asset, the organization continuously enhances its HSE framework by adopting innovative solutions and best practices. This approach supports the development of a strong safety culture, promotes environmental stewardship, and ensures a safe and positive experience for all airport stakeholders.

➤ HSE Strategy

Effective planning is a cornerstone of successful health and safety management at Oman Airports. Senior management plays a proactive leadership role by coordinating efforts across the organization to establish and sustain a comprehensive HSE management system. This system covers policy development, regulatory compliance, risk management, and emergency preparedness, with clear communication to all employees to ensure understanding and compliance at every level.

Compliance with applicable laws, regulations, and industry standards remains a fundamental priority. Oman Airports closely monitors legal requirements to manage risks effectively and protect the health and safety of employees and airport users. Comprehensive emergency response procedures are in place to address potential incidents, supported by regular training programs designed to enhance preparedness and reduce the impact of unforeseen events.

Health and safety initiatives are closely integrated with the organization's overall business strategy and corporate values. This alignment enables a holistic approach to risk management, improves operational efficiency, and supports long-term sustainability. By embedding health and safety into organizational culture, Oman Airports reinforces its commitment to responsible operations and continuous improvement.

Adopting a global perspective while implementing locally relevant actions is essential to sustaining operational excellence, protecting business continuity, and maintaining the organization's license to operate. Strong health and safety management remains a critical driver of resilience, long-term success, and sustainable growth for Oman Airports.



➤ HSE Campaigns 2025:

During 2025, the following HSE campaigns were successfully conducted:

- ◆ **Medical Screening Campaigns, delivered in partnership with Apollo Hospital (15 May 2025) and KIMS Hospital (end of December 2025),** focusing on employee health screening and preventive healthcare.
- ◆ **Heat Stress Campaign, led by MCT-HSE (20–22 May 2025),** aimed at raising awareness and preventing heat-related illnesses during high-temperature periods.
- ◆ **Blood Donation Campaigns, conducted twice in coordination with the Ministry of Health (06 January 2025 and 02 September 2025),** supporting the national blood bank and reinforcing corporate social responsibility.
- ◆ **Psychological First Aid Campaign, delivered with the Ministry of Health (14 July 2025),** promoting mental health awareness and early intervention support for employees.
- ◆ **Sawae'd Safety Campaign, organized by MCT-HSE (26–30 October 2025),** covering multiple HSE awareness events and reinforcing safety culture throughout the year.
- ◆ **Premarital Screening Awareness Campaign and Breast Cancer Awareness Campaign,** both conducted in collaboration with the Ministry of Health (27–29 October 2025), aimed at enhancing health awareness across the airport community.
- ◆ **Drug and Psychotropic Substances Awareness Campaign,** conducted with the Royal Oman Police (29 October 2025), promoting a drug-free workplace and reinforcing aviation safety and regulatory compliance.



➤ **Environmental Monitoring and Compliance will International and Local Regulations:**

In line with the International Civil Aviation Organization (ICAO) environmental protection framework and applicable national environmental legislation, the airport has established a comprehensive environmental monitoring system comprising three permanent aircraft noise monitoring stations and one ambient air quality monitoring station. These facilities are strategically located to continuously measure and assess aircraft-related noise levels and air pollutant concentrations associated with airport operations.

The monitoring system supports the airport's compliance obligations, enables evidence-based environmental impact assessments, and provides reliable data for regulatory reporting and stakeholder engagement. Furthermore, the collected information is used to track trends, identify potential exceedances, and support the implementation of mitigation measures in accordance with international best practices. This initiative reflects the airport's commitment to sustainable operations, environmental transparency, and the continuous improvement of noise and air quality management in the surrounding communities.

➤ **The Environmental Protection Committee:**

The Airport Health, Safety, and Environment (HSE) Department is an active member of the Environmental Protection Committee established by the Civil Aviation Authority (CAA). The Committee comprises all key national aviation and environmental stakeholders and has been formed to support the development and implementation of new regulatory frameworks for the deployment of Lower Carbon Aviation Fuels (LCAF) and Sustainable Aviation Fuels (SAF) at the State level.

Through its participation, the Airport HSE contributes technical expertise, operational insights, and best practices to support policy formulation, ensure regulatory alignment, and facilitate the safe, efficient, and environmentally responsible integration of LCAF and SAF within airport operations. This engagement reflects the airport's commitment to national decarbonization objectives, international aviation environmental standards, and the advancement of sustainable aviation initiatives.



➤ The ACI Carbon Program:

During the reporting period, the Airport Health, Safety, and Environment (HSE) Department successfully collected, verified, and consolidated all data required for the Airport Council International (ACI) Airport Carbon Accreditation (ACA) program. This included the compilation of emissions data across relevant scopes, activity levels, and supporting documentation in accordance with ACI ACA methodological and reporting requirements.

This effort supports the airport's ongoing participation in the ACI Carbon Accreditation program and demonstrates its commitment to accurate carbon accounting, transparency, and the progressive reduction of greenhouse gas emissions in line with international best practices.



Carbon Emission Reduction Initiatives

▶ Energy Efficiency & Renewable Energy Initiatives

▶ LED Lighting Upgrades

LED Replacement Status for Street Lights & Fence Lights in 2025:

| Area | Description | Number Of Lights | Rating of Lights in watts | Estimated Cost Saving per Year (OMR) |
|---------|-------------|------------------|---------------------------|--------------------------------------|
| Service | MHL | 320 | 250 | 4204 |
| Roads | LED | 320 | 100 | 4204 |

Technical Services (TS) Electrical Section has successfully completed a key phase of its energy conservation program by retrofitting outdoor street lighting along service roads with high-efficiency LED technology. This initiative directly supports Oman Airports' strategic objectives of reducing operational costs, improving energy efficiency, and minimizing environmental impact.

Project Highlights

- ◆ Upgraded 320 service road lights from 250W Metal Halide fixtures to 100W LED fixtures.
- ◆ Achieved a permanent connected load reduction of approximately 48 kW.
- ◆ Delivered measurable energy, cost, and carbon savings through improved lighting efficiency and reduced power demand

This investment in modern lighting infrastructure demonstrates Oman Airports' commitment to fiscal responsibility and sustainable operations, delivering both immediate financial benefits and long-term environmental value.

Project Impact:

- ◆ Annual Energy Savings: Approximately 210,240 kWh
- ◆ Annual Cost Savings: OMR 4,204
- ◆ Annual Carbon Reduction: ~94.6 metric tons of CO₂

◆ Building Management System (BMS)

In 2025, the company successfully implemented targeted energy efficiency initiatives focused on optimizing HVAC operations, resulting in reduced operational costs and environmental impact. Key measures included time-based optimization of Air Handling Units (AHUs) and Fan Coil Units (FCUs), which minimized unnecessary energy consumption during low-demand periods. In addition, the optimization of chiller energy consumption aligned with AHU scheduling delivered the largest contribution to overall energy savings.

As a result of these initiatives, the company achieved total energy cost savings of OMR 287,691.38 and reduced carbon dioxide emissions by approximately 4,351 metric tons of CO₂ during the year. These outcomes demonstrate the company's strong commitment to operational efficiency, cost optimization, and sustainability, supporting its long-term environmental and de-carbonization objectives.

| Energy Initiatives | Total Saved in KWh. | Total Saved in OMR. | CO ₂ Reduction (Metric Ton) |
|---|---------------------|---------------------|--|
| AHU Time On/Off Schedule Optimization (Air handling Unit) | 2,066.87 | 73,113.43 | 0.93 t CO ₂ |
| FCU Time On/Off Schedule Optimization (Fan Cooling Unit) | 202.7 | 8,293.10 | 0.091 t CO ₂ |
| Chiller consumption Energy from AHU time schedule. | 9,667 MWh | 203,006.85 | 4,350.15 t CO ₂ |
| Material Cost Reduction & Replacement. | NIL | 3,278 | - |
| TOTAL SAVING IN 2025 | | 287,691.38 | 4,351.171 t CO₂ |



◆ Electric Vehicle (EV) Infrastructure

As part of the company's initiative to reduce carbon emissions and align with global advancements and the transition toward electric vehicles, supporting infrastructure at Muscat International Airport, in collaboration with Oman Aviation Investments Company (OAI).

This initiative aims to gradually replaces the existing diesel-powered vehicle fleet with electric vehicles, while developing the necessary EV charging infrastructure across Muscat International Airport, including dedicated electric vehicle display and demonstration areas.

◆ Apron Floodlight Replacement Initiative

As part of Muscat International Airport's energy efficiency program, existing Metal Halide floodlights were replaced with high-efficiency LED floodlights (MOSCO) across apron Sector 400, Cargo Apron, and GSE areas to reduce electrical consumption and associated carbon emissions.

Prior to the upgrade, the total installed lighting load was 107.0 kW. Following the replacement, the installed load was reduced to 49.8 kW, achieving a connected load reduction of 57.2 kW, equivalent to an overall 53% reduction in lighting power demand. Based on an assumed average operating period of 12 hours per day (equivalent to 4,380 hours per year), the initiative delivers an estimated annual energy saving of approximately 250.5 MWh.

Using a grid emission factor of 0.45 kg CO₂/kWh, the reduced energy consumption corresponds to an annual carbon emission reduction of approximately 113 metric tons of CO₂ in 2025.

Overall, the floodlight replacement initiative demonstrates a significant improvement in energy efficiency, enhances lighting performance and reliability, and contributes directly to operational cost savings, carbon footprint reduction, and the airport's sustainability objectives.



◆ Utilities Consumption and Sustainability Performance

Potable Water Consumption

During 2025, Muscat International Airport recorded a total potable water consumption of 2,447,091 m³, compared to 2,486,585 m³ in 2024. This represents a reduction of 39,494 m³, equivalent to an annual decrease of approximately 1.6%, reflecting improved water-use efficiency. Total water charges decreased from OMR 3,282,292 in 2024 to OMR 3,230,160 in 2025. This resulted in an annual cost saving of OMR 52,132, driven by improved consumption control, operational efficiency, and the Leak Committee's targeted leakage detection and rectification efforts, with over nine leakages addressed in the NDA area and approximately ten in the CUY area

The reduction in potable water demand also generated indirect energy savings related to water production and distribution. The estimated annual energy saving is approximately 158 MWh. As a result, this led to an annual carbon emission reduction of approximately 107 metric tons of CO₂.

| Summary Potable Water | | |
|--------------------------------|--|-----------|
| Years | 2024 | 2025 |
| Consumption (m ₃) | 2,486,585 | 2,447,091 |
| Charges (OMR) | 3,282,292 | 3,230,160 |
| Difference in Cost (OMR) | 52,132 | |
| Saving in % | 1.6% (Decrease) | |
| Annual carbon reduction | 107 metric tons of CO₂ | |



Electrical Power Consumption

In 2025, total electrical power consumption decreased to approximately 161.28 GWh, compared to 169.40 GWh in 2024. This represents a year-on-year reduction of approximately 8.12 GWh, confirming an overall improvement in energy performance across airport operations.

Correspondingly, total electricity costs also declined from OMR 3,557,388 in 2024 to OMR 3,386,848 in 2025, resulting in an annual cost reduction of approximately OMR 170,540. The simultaneous reduction in both consumption and cost highlights the effectiveness of energy efficiency measures and improved operational controls implemented during the year.

The reduction in electrical consumption was achieved primarily through Building Management System (BMS) optimization initiatives across existing facilities. These initiatives included HVAC scheduling optimization, improved temperature set-point control, reduced equipment runtime, and continuous monitoring by the BMS team, all of which contributed to minimizing unnecessary energy use without compromising passenger comfort or operational reliability.

Although new facilities- including DHL, MRO, and Gold Smelting facilities - became operational from April 2025, their impact was offset by efficiency gains in existing assets. When energy performance is assessed on a like-for-like basis, excluding new operational loads, the data confirms that measurable power savings were achieved, demonstrating strong energy governance and effective demand management.

| Summary Power Consumption | | |
|--------------------------------|--|-----------|
| Years | 2024 | 2025 |
| Electrical Consumption (GWh) | 169 | 161 |
| Charges (OMR) in Million | 3,557,388 | 3,386,848 |
| Difference in Cost (OMR) | 170,540 | |
| Savings in % | 4.79% (decrease) | |
| Annual carbon reduction | 1,350 metric tons of CO₂ | |

ENVIRONMENT INITIATIVES (2024 & ONGOING)



Date Palm Fronds Furniture
(Local SMEs)



Conocarpus Tree
Replacement



Static Compactor Addition
(WDF Landside)



Used Coffee Beans
Recycling



10,000
Trees Project



Food Digestive
Project



◆ Plantation & Vegetation Initiatives

A total of 1,567 new plants were planted in 2024.

◆ Muscat Airport Tree Planting Initiative

The Muscat Airport Tree Planting Initiative, which was launched in January 2023, aimed to plant trees within the airport's vicinity. The project addressed environmental challenges, focusing on improving air quality and carbon offsetting. It also engaged various stakeholders and mobilizes collaborative support. Through the tree planting initiative, Oman Airports is facilitating improved air quality, carbon sequestration and positive community engagement.

◆ Waste Management Initiatives

The Facilities Management team at Muscat Airport has embarked on several waste management initiatives aligned with Oman Vision 2040 and the Waste Management Plan established by Oman Airports. This project now successfully segregates food waste from dry waste, enabling Oman Airports to compact more waste into the appropriate containers – resulting in a reduction of the number of trips to landfill sites from 7 per week to 3 per week. This results in reducing the amount of fuel consumption from $(7 \times 65 = 455 \text{ Liters per day})$ to $(3 \times 65 = 195 \text{ Liters per day})$.

◆ Used Coffee Bean Recycling

A second noteworthy Oman Airports initiative focuses on the recycling of used coffee beans collected from both landside and airside coffee shops within the Passenger Terminal Building. By systematically segregating waste at its origin, Muscat Airport has experienced positive outcomes, including a substantial reduction in landfill trips; mitigation of Greenhouse Gas (GHG) emissions; enhanced environmental sustainability through the responsible disposal of food waste; and promoting sustainability culture across various strategic partners as well as employees – especially in terms of the significance of waste segregation at source.

The image is a cover page for a financial overview. It features a background of a blue sky with white clouds and a modern building with a light-colored facade. A dark blue vertical bar is on the left side. A white diamond shape is centered on the page, containing the text "FINANCIAL OVERVIEW".

FINANCIAL OVERVIEW







Consolidated Results

For the year ended 2025, the group reported consolidated revenue of **RO 151 million** as compared with **142.6 million** in 2024 with a growth of **6%** over previous year. This increase is primarily driven by ongoing transformation initiatives across the aviation sector. These initiatives were undertaken as part of a broader strategy to ensure long term sustainability of the sector. This increase flows from higher passenger and flight volumes reflecting continued recovery in travel demand and strengthening traffic fundamentals.

Revenue contributions comprised **RO 122.5 million** from Oman Airports, **RO 36.6 million** from Oman Ground Handling which has demonstrated growth year on year. The group recoded a consolidated net profit of **RO 21.8 million** as compared with **RO 15.0 million** previous year. The increase in profitability was mainly attributable to the impact of higher revenue and efficient cost management across the group.

Operational performance strengthened materially during the year. The consolidated EBITDA increased by **44%** to **RO 49.6 million** compared with **RO 34.3 million** in 2024, supported by strong topline, disciplined cost management, operational efficiencies and resource optimization initiatives implemented across the group. Consolidated operating cost declined by **6%** to **RO 92.5 million** compared with **RO 98.1 million** in the prior year, driven mainly by reduction in all the major expenses heads.

While the recovery trajectory is expected to remain measured relative to other GCC markets, the group continues to focus on growth strategies, revenue enhancement initiatives and further cost optimization to support long term financial sustainability.

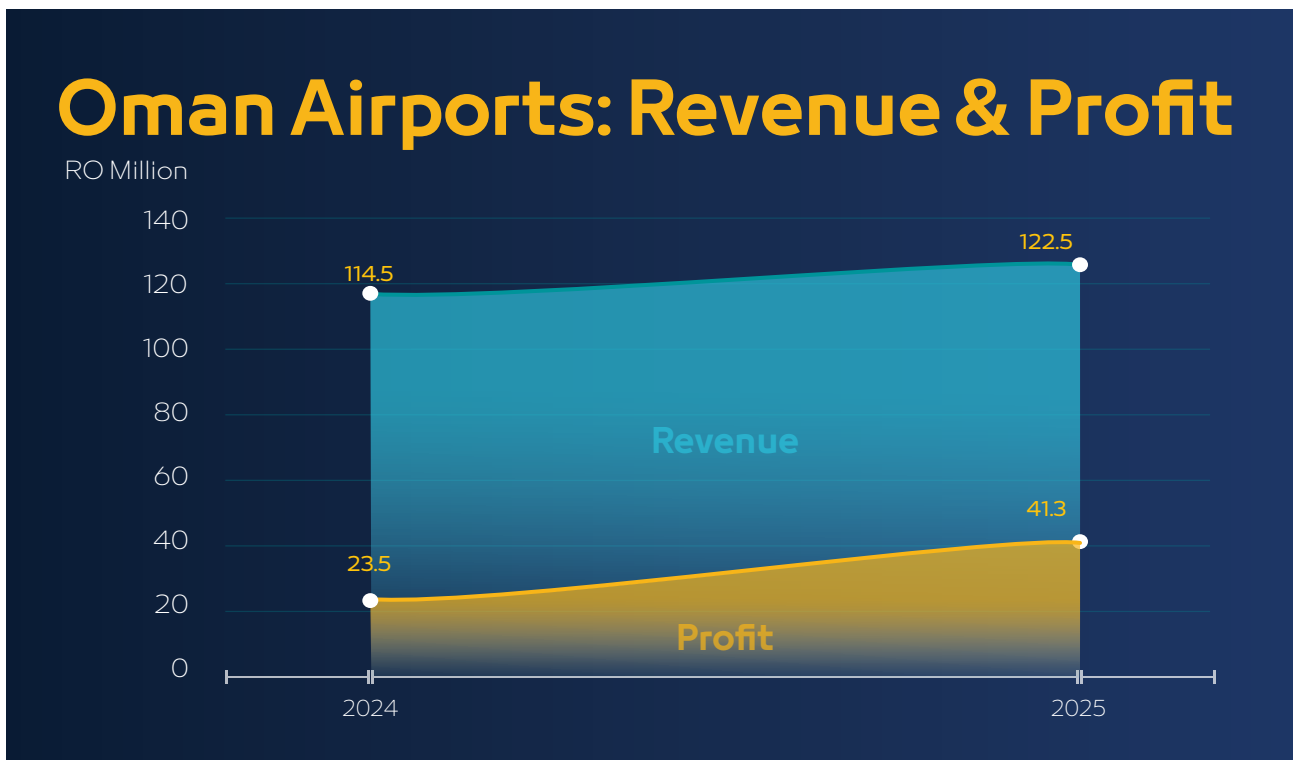
The Group continues to maintain a strong focus on prudent financial management and strategic adaptability. Despite the liquidity constraints, the commitment and efforts of management and staff have underpinned the Group's performance to provide a solid foundation for navigating future challenges and supporting sustainable growth.



► Oman Airports

Oman Airports delivered a strong financial and operational performance in 2025, reporting a profit of **RO41.3 million** compared with **23.5 million** in 2024 representing a **76%** increase which included a gain of RO 22.6 million on account of transfer of Oman SATS (**67%** shareholding) to Oman Ground Handling in accordance with International Financial Reporting Standards.

The revenue increased by **7%** to **RO 122.5 million** from **RO 114.5 million** last year, the increase is dispute reduction in charges and incentives provided to support national carrier. Operating expenses have remained stable despite provision of expected credit losses, however compensated by other efficiency measures. In alignment with Oman Air's fleet optimization strategy, the company revised its 2026 – 2030 Business Plan, placing greater emphasis on revenue enhancement, cost optimization and long-term profitability, while maintaining a strong commitment to prudent financial management.



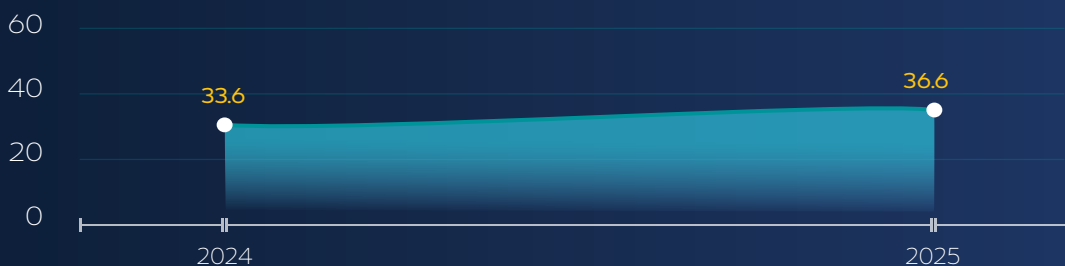


► Transom Handling

Oman Ground Handling delivered considerable growth in revenue performance at **9%** to **RO 36.6 million** compared with **RO 33.6 million** in 2024. The company achieved strong operational performance by handling **53,123** number of flights while maintaining an On Time Departure rate of **99.4%** underscoring its operational reliable and service quality.

Transom Handling: Revenue

RO Million





مطارات عُمان
Oman Airports



الإستراتيجية الوطنية للطيران
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