

غرفة تجارة وصناعة عُمان
OMAN CHAMBER OF COMMERCE & INDUSTRY
فرع محافظة شمال الباطنة

جامعة صحار
Sohar University

منتدى صحار للاستثمار 2026

Suhar Investment Forum

Sultanate of Oman | 4 - 5 February

Impact Assessment Report On Suhar Investment Forum

Prepared by:
Sohar University Teams
andSupported by:
Organisers, Patterns and Participant

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Introduction

The Sultanate of Oman continues to strengthen its position as an attractive destination for foreign direct investment (FDI), supported by a stable economic environment, progressive regulatory frameworks, and a unique geographical location that connects global markets across Asia, Africa, and Europe through major maritime routes. Under the leadership of His Majesty Sultan Haitham bin Tarik, investment has been recognized as a central pillar for economic diversification and sustainable development. In line with this vision, Oman has implemented a series of national programs and reforms aimed at enhancing the investment climate and positioning the country as a competitive global investment hub.

Recent economic indicators reflect this positive trajectory. By the third quarter of 2025, the Sultanate's FDI stock reached approximately OMR 13 billion, representing a significant year-on-year growth. This progress underscores the effectiveness of ongoing efforts to attract foreign capital and improve the ease of doing business.

Aligned with the aspirations of Vision Oman 2040, the national economy is undergoing a transformation toward a diversified, knowledge-based, and innovation-driven model. While traditional sectors such as oil and gas, manufacturing, and financial services remain important, emerging sectors—including mining, renewable energy, green economy, logistics, advanced technologies, food industries, and sustainable tourism—are increasingly shaping Oman's economic future.

Within this broader national context, Oman's industrial cities and ports—particularly Suhar, Duqm, and Salalah—play a strategic role in enabling trade, investment, and industrial growth. Among these, Suhar stands out as a critical economic hub. Located along key international shipping routes and in close proximity to major regional markets, Suhar offers a fully integrated ecosystem comprising a world-class port, a free zone, and a modern industrial estate. This combination provides investors with a unique platform for establishing and expanding sustainable, cross-border business operations.



Suhar's competitive advantages are further strengthened by its advanced infrastructure, investor-friendly policies, and strong connectivity. The region hosts significant industrial investments, offers attractive incentives such as full foreign ownership, tax exemptions, and flexible regulatory frameworks, and benefits from major connectivity projects such as the Hafeet Rail link between Oman and the UAE. These factors collectively position Suhar as a preferred destination for both domestic and international investors.

Recognizing these strengths and opportunities, the Oman Chamber of Commerce and Industry – North Al Batinah Branch organized the second edition of the Suhar Investment Forum (2026). Held on 5–4 February 2026 at the Radisson Blu Hotel, Suhar in Oman, the Forum served as a strategic and interactive platform that brought together decision-makers, investors, experts, and industry leaders from across the globe. Building on the success of its inaugural edition in 2024, the Forum aimed to showcase high-potential investment opportunities, promote public–private partnerships, and facilitate knowledge exchange on best practices in investment promotion.

The Forum focused on several strategic themes, including global economic transformations, investment under Vision Oman 2040, modern investment legislation, smart infrastructure development, sustainability and renewable energy, and digital transformation in industrial sectors. It also highlighted key investment sectors such as food industries, medical manufacturing, heavy and supporting industries, recycling, plastics, and emerging technologies.

In this context, the Suhar Investment Forum 2026 represents a significant milestone in Oman's investment promotion efforts. However, beyond its organization and immediate outcomes, it is essential to systematically assess its effectiveness, impact, and long-term value.

This report, therefore, presents a comprehensive Impact Assessment of the Suhar Investment Forum 2026, aiming to evaluate its contributions to the investment ecosystem, identify areas for improvement, and provide evidence-based recommendations to enhance future editions and support the realization of Vision Oman 2040.

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General Information

Key enablers that make Suhar attractive for investors:

Strategic Location

- Situated along the Sea of Oman at the crossroads of major Gulf and Asian trade routes
- Approximately 200 km from Muscat and 220 km from Dubai, providing strong regional accessibility

Robust Economy and Advanced Infrastructure

- Home to Suhar Port, Freezone, and Suhar Industrial Estate forming an integrated economic ecosystem
- Over OMR 11 billion in total investments
- Contributes approximately %2.1 to Oman's GDP
- Spanning a total area of 45 million m^2
- Suhar Industrial Estate hosts 395 projects with investments exceeding OMR 2.36 billion and an occupancy rate of %72
- Supported by Suhar International Airport and a well-developed road network
- Access to key ports including Suhar, Al Suwaiq (fisheries), and Shinas (bulk materials), with connectivity to Duqm and Salalah

Competitive Investment Environment

- %100 foreign ownership permitted
- Up to 10-year tax exemption
- %0 customs duties and no personal income tax
- Competitive land lease rates starting from OMR 1 per m^2
- Flexible Omanization requirements (approximately %15)
- Full repatriation of capital and profits



Forum Objectives, Strategic Themes, and Sectoral Focus

Access to key ports including Suhar, Al Suwaiq (fisheries), and Shinas (bulk materials), with connectivity to Duqm and Salalah

Objectives of the Forum

The second edition of the Forum sought to consolidate earlier achievements while expanding its scope and impact through the following key objectives:

- To build on the success of previous editions and expand the network of strategic partnerships at local, regional, and international levels
- To highlight high-quality investment projects in priority sectors such as sustainable industries, clean energy, and advanced industrial technologies
- To provide a strategic engagement platform connecting investors, developers, policymakers, and government entities
- To review and promote the latest legislative and regulatory developments that enhance the investment climate in the Sultanate



Strategic Themes of the Forum

To ensure relevance and alignment with global and national priorities, the Forum was structured around a set of key strategic themes:·

Transformations in the Global Economic Landscape

Examining geo-economic shifts and their implications for capital flows, supply chains, and investment patterns

Vision Oman 2040 and Investment as an Enabling Tool

Highlighting national efforts to modernize the business environment and strengthen public–private partnerships

The New Generation of Investment Legislation

Reviewing recent reforms, incentives, and regulatory frameworks supporting foreign investment and financing accessibility

Investing in Smart Economic Infrastructure

Exploring opportunities within free zones, industrial cities, and specialized economic clusters

Sustainability and Renewable Energy as Drivers of Future Investment

Identifying growth opportunities in clean energy, green hydrogen, and low-emission industrial solutions

Digitalization and Industry 4.0 in Productive Sectors

Positioning Suhar as a smart industrial hub through digital transformation, automation, and artificial intelligence



Key Industrial Sectors Highlighted

In alignment with these themes, the Forum emphasized a diversified portfolio of high-potential sectors that contribute to both economic resilience and future growth:

Food Industries

Enhancing food security and leveraging Suhar's proximity to production hubs and export markets

Medical Industries

Supporting national health security through investments in manufacturing, packaging, and distribution

Industries Supporting Heavy Industries

Strengthening industrial value chains by providing essential inputs and services to major projects

Aluminum Industries

Capitalizing on established industrial infrastructure and strong downstream integration opportunities

Recycling Industries

Advancing circular economy principles and sustainable industrial practices

Iron and Steel Industries

Supporting infrastructure development and integration with broader heavy industrial sectors

Plastics Industry

Expanding applications in manufacturing and trade with strong export potential



Future and Emerging Sectors

The Forum also highlighted future-oriented sectors that are expected to drive long-term competitiveness and innovation:

- **Advanced Industrial Technologies aligned with the Fourth Industrial Revolution**
- **Smart manufacturing systems, including automation, robotics, and real-time data integration**
- **Artificial intelligence and digital transformation in industrial processes**
- **Smart logistics and digital supply chain innovations**
- **Ecotourism, wellness tourism, and specialized hospitality offerings combining sustainability and experiential value**

This integrated focus on objectives, strategic themes, and sectoral priorities reflects the Forum's comprehensive approach to investment promotion—linking Suhar's inherent strengths with future-oriented opportunities and global economic trends.

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The Second Edition of the Suhar Investment Forum (2026)

Building on the strategic objectives, thematic focus, and sectoral priorities outlined above, the second edition of the Suhar Investment Forum (2026) was designed to translate these elements into a dynamic and results-oriented engagement platform. Following the notable success of its inaugural edition in 2024, the Forum returned with an expanded scope and deeper strategic intent, further reinforcing North Al Batinah Governorate's position as a key destination for smart and sustainable investment.

Organized by the **Oman Chamber of Commerce and Industry – North Al Batinah Branch,** the Forum served as a comprehensive platform that brought together business opportunities, policy dialogue, and project promotion under one integrated framework. The event was carefully curated to provide both strategic insights and practical engagement opportunities for investors, industry leaders, and policymakers.

The Forum featured a series of interconnected components, each designed to address specific aspects of the investment ecosystem and to facilitate meaningful interaction among stakeholders:



Key Components of the Forum

- **Public Sessions and Key Dialogues**

The Forum hosted high-level keynote sessions featuring distinguished international and local speakers. These sessions provided strategic insights into the Sultanate's evolving investment landscape and highlighted development prospects within North Al Batinah Governorate.

- **Plenary Sessions and Leadership Dialogues**

Senior government officials, policymakers, and global experts participated in plenary discussions addressing investment trends, regulatory reforms, and economic transformation. These sessions emphasized Oman's commitment to creating a competitive and investor-friendly environment.

- **Presentations of Leading Investment Opportunities**

Public and private sector entities presented high-value investment projects across key sectors including industry, logistics, energy, and tourism. These presentations showcased concrete opportunities, outlining project scope, expected returns, and strategic advantages.

- **Interactive Panel Discussion Sessions**

A series of interactive panels enabled participants to engage directly with industry experts and thought leaders. These discussions explored innovative investment models, global best practices, and emerging trends, particularly in sustainability and digital transformation.



B2B Meetings Platform

The Forum provided a structured environment for closed, one-on-one meetings between investors, business leaders, and decision-makers. These sessions facilitated direct negotiations, partnership exploration, and the initiation of collaborative ventures.

- **Accompanying Investment Exhibition**

The exhibition featured participation from more than 25 investment entities and institutions. Dedicated pavilions showcased existing projects and future investment opportunities across priority sectors, providing participants with a comprehensive view of the region's economic potential.

- Strategic Field Visits

Participants were offered curated site visits to key locations such as Suhar Port, the Free Zone, and major industrial complexes. These visits enabled firsthand observation of infrastructure capabilities and direct engagement with project stakeholders.

Collectively, these components transformed the Forum into more than a traditional conference; it functioned as an **integrated investment platform** that combined knowledge exchange, project showcasing, and direct business engagement. This comprehensive design played a critical role in enhancing investor confidence, facilitating partnerships, and positioning Suhar as a competitive and future-ready investment hub.



Pre-event outreach

The Suhar Investment Forum 2026 represented a large-scale and highly diversified international gathering, bringing together approximately 926 participants (see Table 1) across a wide spectrum of stakeholder groups, including delegates, VIPs, sponsors, policymakers, media representatives, and organizers (Table 2). Participation spanned more than 30 countries, with strong representation from Oman alongside notable engagement from India, the UAE, Palestine, Hong Kong, Russia, and several European, Asian, and African nations, reflecting the Forum's growing global reach and relevance. The event featured a comprehensive set of activities, including high-level sessions, investment presentations, exhibitions, structured B2B and B2G meetings, industrial site visits, and extensive networking opportunities supported by diplomatic missions and foreign chambers of commerce (Table 3). Participants included senior decision-makers such as CEOs, chairpersons, directors, and industry leaders (Table 4) across key sectors including food, pharmaceuticals, plastics, heavy industry support, and environmental industries (Table 5). The Forum also demonstrated strong investment intent, with a significant number of participants expressing interest in signing agreements and memoranda of understanding. Collectively, these elements highlight the Forum's role as a dynamic platform for investment promotion, partnership development, and strategic engagement within Oman's evolving economic landscape.



RANK	COUNTRY / REGION	NUMBER
1	**Oman** (includes Sultanate of Oman, PDO, SUHAR, Oman-Iran, Oman-Saudi Arabia, Oman, Om)	598
2	**India** (includes India variants)	42
3	**Palestine**	35
4	**Hong Kong**	24
5	**Russia** (includes Russian Federation)	20
6	**Algeria**	18
7	**Egypt** (includes Egypt)	16
8	**United Arab Emirates** (includes UAE, UAC, Union of Arab Chambers, Union of Gulf Chambers)	31
9	**United States** (includes American, United States of America)	15
10	**Italy**	12
11	**Syria**	11
12	**Tanzania** (includes Tanzanian)	11
13	**China**	10
14	**Pakistan** (includes Pakistan variant)	10
15	**Saudi Arabia** (includes Oman-Saudi Arabia)	10
16	Lebanon	8
17	Sri Lanka	8
18	Morocco	6
19	Germany	5
20	Iraq	5
21	Qatar	4
22	Brazil	3
23	Jordan	3
24	Kuwait	3
25	Taiwan	3
26	Canada (includes Canada variant)	3
27	United Kingdom (includes British)	4
28	Finland	2
29	Côte d'Ivoire	2
30	GCC Region	2
31	Iran (includes Oman-Iran)	2
31	South Africa	2
33	Austria	1
34	Czech Republic	1
35	Turkey (Turkiye)	1
	Miscellaneous Entities	3
	TOTAL	**926**

Table 1.
Distribution of Participants by Country/Region



Table 3. Breakdown

B2B/B2G Meetings Countries	Count of Bodies
Egypt	1
German	1
India (CII + PHD)	2
Kuwait	1
Lebanon	1
Morocco	1
Palestine	1
Qatar	1
Russia	1
Syria	1
UAE	1
USA	1
Grand Total	**13**

Table 2. Participants (by type) in Suhar Investment Forum 2026

Registration Type	Count
DELEGATE	200
MEDIA	33
OCCI	61
OFFICIAL GUEST	308
ORGANIZER	39
SPEAKER	26
SPONSOR	120
VIP	139
Grand Total	**926**

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Table 5.
Participants (by sector) i n Suhar Investment Forum 2026

SECTORAL REPRESENTATION	COUNT OF SECTOR / INDUSTRY
FOOD INDUSTRY	7
IRON AND STEEL INDUSTRY	2
OTHER	37
PHARMACEUTICALS INDUSTRY	7
PLASTIC INDUSTRY	3
RECYCLING AND ENVIRONMENTAL INDUSTRY	3
SUPPORT INDUSTRIES FOR HEAVY INDUSTRIES	4
GRAND TOTAL	**63**

Table 4.
Participants (by designation) in Suhar Investment Forum 2026

DESIGNATION OF THE PARTICIPANTS	COUNT
CEO / FOUNDER / CO-FOUNDER	13
CHAIRMAN / VICE CHAIRMAN	3
MANAGING DIRECTOR / GM	8
DIRECTOR / ADVISOR	7
OWNER / PARTNER	10
PRESIDENT / VP	3
MANAGERS (GENERAL & SALES)	6
HEADS OF DEPARTMENTS	3
TRADE / CONTRACTING	4
OTHERS	3
GRAND TOTAL	**60**



Table 6. Participants (interested in signing an Agreement/MOU)

Interest to sign an agreement	Count
No	2
Yes / Agreement	35
Yes / MoU	25
Blank	4
Grand Total	**66**



Impact Assessment

The below table gives a well-structured comparative presentation of the 1st (2024) and 2nd (2026) Suhar Investment Forums, followed by expanded details for the second edition.

Comparative Overview: Suhar Investment Forum (2024 vs 2026)

Indicator	1st Edition (2024)	2nd Edition (2026)
Participants / Visitors	800+ participants and exhibition visitors	926 participants
International Participation	24+ countries	340 international delegates from 34
Investment Opportunities	104 opportunities	43 structured opportunities (sector-
Estimated Investment Value	Exceeded OMR 1 billion	Structured opportunities OMR 274.9 million (USD 714.2 million)
Agreements Signed	14 agreements (OMR 115 million)	Not formally signed (focus shifted to B2B engagement and pipeline
Speakers	40+ speakers (local & international)	High-level speakers and decision-makers (expanded policy & sector
Exhibitors / Supporting Entities	25+ entities	22 exhibitors
B2B Meetings	Not formally reported	138 structured B2B meetings
Promotional Outreach	Limited	Extensive (physical + virtual global
Industrial Visits	Not emphasized	200+ participants across 10 strategic
Digital Engagement	Not reported	38,450+ website visitors

Table 7. Key Comparative Indicators

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The interpretation of the comparison from Table vividly indicates that:

The first edition (2024) focused on scale and awareness-building, reflected in:

.A higher number of investment opportunities

.Larger aggregate investment value

.Initial deal-making (agreements signed)

The second edition (2026) reflects a shift toward quality, structuring, and - internationalization, evident through:

.Increased international participation (34 countries vs. 24+)

.Stronger B2B engagement (138 meetings)

.More targeted and sector-focused investment opportunities

.Significant improvement in global outreach and investor engagement mechanisms

This suggests a maturation of the Forum from a promotional platform to a more strategic investment facilitation ecosystem.

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Key Impact: Suhar Investment Forum 2026

1. Global Outreach and Promotion

- **In-person promotional tours conducted in 5 countries:**

.India, UAE, China, Australia, Hong Kong

- **Virt ual outreach:**

.35+ virtual sessions

.Engagement with investors from 20+ countries

2. Participation and Engagement

.927 total participants

.340 international delegates from 34 countries

.%37 international representation

.12,000+ targeted emails sent to investors and stakeholders

.38,450+ website visitors

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Key Impact: Suhar Investment Forum 2026

3. Investment Exhibition and Stakeholder Presence

- 22 exhibitors representing key sectors
- Strong presence of government entities, sovereign institutions, and leading industrial players

4. Structured Business Engagement

- **138 Bilateral (B2B) Meetings conducted**
- Participation from key entities including:

.Ministry of Commerce, Industry and Investment Promotion
.Oman Investment Authority
.Madayn
.Ministry of Transport, Communications and IT
.Ministry of Health
.OQ, PDO, Minerals Development Oman
.Suhar Aluminium, Jindal Steel (Suhar)
.Port of Suhar and Freezone
.Environment Authority, Be'ah, and others

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Projects, Tenders and Local Content Authority

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Public Authority for Special Economic Zones and Free Zones
Sultanate of Oman سلطنة عمان

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Oman National Program for Investment & Export Development

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VALE
بنك عمان العربي OMAN ARAB BANK
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DHOFAR INSURANCE COMPANY (S.A.O.G)

Silver Partner
شركة تنمية نفط عمان
Petroleum Development Oman

Bronze Partner
سي.ستاينويج عمان ش.م.م
C. Steinweg Oman LLC



Key Impact: Suhar Investment Forum 2026

5. Industrial and Field Engagement

- 200+ participants in industrial visits
- 10 strategic sites aligned with forum themes
- **Included visits to:**

. Suhar Port
. Free Zone
. Industrial complexes

6. Sectoral Investment Portfolio (2026)

- 43 investment opportunities across key sectors:

. Food & pharmaceutical industries
. Heavy industry support
. Plastics
. Iron & steel
. Aluminum
. Recycling & environmental industries

Total Investment Volume:

274.9
Million OMR

714.2
Million USD



Thus, the second edition of the Suhar Investment Forum reflects a clear progression in both scale and strategic orientation. The increase in the number of participants compared to the first edition serves as a strong indicator of the Forum's growing relevance, visibility, and impact within the investment landscape. Furthermore, the experience gained from the inaugural edition has enabled the organizers to adopt a more focused and structured approach. While the first edition presented 104 investment opportunities with a total value exceeding OMR 1 billion, the second edition introduced a curated portfolio of 43 investment opportunities valued at approximately OMR 275 million. This shift demonstrates a deliberate move toward prioritizing quality over quantity, with greater emphasis on high-potential sectors aligned with Oman's current (11th) Five-Year Development Plan..

Overall, the evolution from the first to the second edition highlights a transition from broad investment promotion to more targeted, sector-driven investment facilitation, reinforcing the Forum's role as a strategic platform for sustainable economic development in the Sultanate.

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Key Takeaway

The transition from the 1st to the 2nd edition demonstrates a clear evolution:

- From volume-driven promotion structured investment facilitation
- From local/regional focus stronger global engagement
- From announcement-based outcomes interaction-driven deal pipelines

This progression reflects the Forum's growing role as a strategic instrument for investment mobilization and ecosystem development in Oman, particularly in positioning Suhar as a competitive industrial hub under Vision 2040.



Forum Deliberations and Strategic Recommendations

During the second edition of the Suhar Investment Forum 2026, a series of high-level dialogue sessions and panel discussions were conducted, addressing key strategic themes relevant to Oman's investment and industrial landscape. These sessions focused on the following topics:

- New Suhar: A Gateway for Industrial and Technological Investments
- Enhancing the Investment Environment: Finance, Logistics, and Sustainability Pillars
- Growth Sectors: Investment Opportunities in Future Industries
- Strengthening Industrial Supply Chains in Suhar
- Future Sectors: Investing in Artificial Intelligence and Clean Technologies
- Industrial Innovation in Suhar: Opportunities for Future Investors



Shared Strategic Priorities

Based on these discussions, participants collectively emphasized a number of key priorities essential for advancing Suhar's investment ecosystem:

1.Enhancing investment readiness through greater clarity, speed, and transparency in licensing and approval processes.
2. Strengthening Suhar's competitiveness as a regional logistics and industrial hub through operational excellence, improved connectivity, and advanced service delivery.
3. Expanding sustainable and green investments, including circular economy initiatives, low-carbon industries, and innovation-driven sectors.
4.Mobilizing financing solutions for strategic projects through collaboration with financial institutions, investment funds, and private sector partners.
5. Enhancing local value creation by strengthening supply chains, empowering SMEs, and improving workforce readiness.



Proposed Action-Oriented Commitments

In response to the opportunities and challenges identified, and with the aim of translating dialogue into tangible outcomes, the Forum proposes the following practical and actionable commitments. These are intended to guide stakeholders and be communicated to investors under the framework of the “Suhar Investment Proposition 2026”:

1. **Enhance the investor experience by reducing investment start-up time and streamlining procedures.**
2. **Launch a priority “Green Investment Track” to accelerate projects aligned with national development plans and Vision Oman 2040.**
3. **Adopt a logistics competitiveness program to strengthen Suhar’s position within regional and global supply chains.**
4. **Establish the Suhar Green Industries Complex as a regional model for sustainable industrial development.**
5. **Implement a project preparation and feasibility support program to convert investment interest into bankable projects and finalized agreements.**
6. **Strengthen local content and supply chain development to maximize national value creation.**
7. **Advance workforce readiness and skills-to-jobs partnerships to support sustainable employment and productivity through continuous training and development.**
8. **Expand international promotion efforts to position Suhar and North Al Batinah Governorate as leading investment destinations, leveraging diplomatic missions, trade offices, and participation in regional and global events.**
9. **Establish a dedicated working group to monitor and follow up on the implementation of recommendations, ensuring sustained impact and accountability.**
10. **Institutionalize the Forum as a recurring international platform, maintaining its role in driving investment dialogue and engagement.**



Quantitative Impact Assessment

Thus, the second edition of the Suhar Investment Forum reflects a clear progression in both scale and strategic orientation. The increase in the number of participants compared to the first edition serves as a strong indicator of the Forum's growing relevance, visibility, and impact within the investment landscape. Furthermore, the experience gained from the inaugural edition has enabled the organizers to adopt a more focused and structured approach. While the first edition presented 104 investment opportunities with a total value exceeding OMR 1 billion, the second edition introduced a curated portfolio of 43 investment opportunities valued at approximately OMR 275 million. This shift demonstrates a deliberate move toward prioritizing quality over quantity, with greater emphasis on high-potential sectors aligned with Oman's current (11th) Five-Year Development Plan..

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Stakeholder groups that attended the Suhar Investment Forum 2026

The distribution of stakeholders attending the Suhar Investment Forum 2026 reflects a diverse and multi sector representation, indicating broad engagement across the investment ecosystem (Figure 1). The largest share of participants (%28.75) fell under the “Other” category, suggesting the involvement of a wide range of actors beyond the predefined stakeholder groups.

Industry representatives (%21.25) and government representatives (%20) together accounted for over %41 of the attendees. This strong public–private presence underscores the forum’s role as a platform for policy dialogue, sectoral coordination, and collaborative planning for Suhar’s investment landscape.

Investor participation totalled %23.75, with a notable difference between international investors (%17.5) and domestic investors (%6.25). This indicates substantial international interest in Suhar’s investment opportunities, while also highlighting an opportunity to further encourage the engagement of local investors and SMEs.
Overall, the stakeholder mix demonstrates a healthy level of diversity, with strong representation from government, industry, and international investors.



Stakeholder groups that attended the Suhar Investment Forum 2026

Stakeholder Category

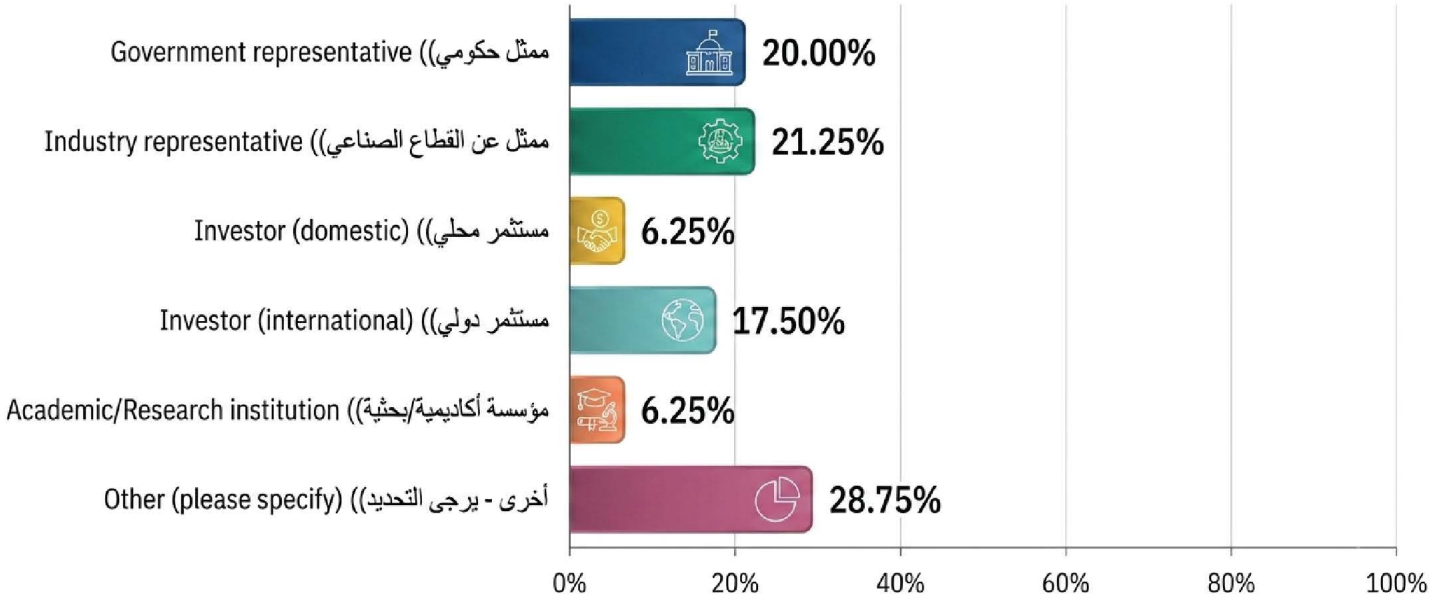


Figure 1



Figure 2. The level of involvement in the forum

The distribution of participants across different involvement categories indicates that the forum attracted a broad audience with varying degrees of engagement (Figure 2). The largest proportion of attendees were general participants (%53.75), demonstrating that the forum successfully reached a wide public audience interested in Suhar's investment landscape. This high general attendance suggests strong community and stakeholder curiosity, as well as effective outreach and visibility of the event.

A significant share of participants (%18.75) took part in B2B meetings, reflecting a healthy level of business focused interaction. This is an encouraging indicator of the forum's role in enabling networking, partnership exploration, and potential deal making. The presence of this group signals that the event functioned as more than a knowledge-sharing platform—it also served as a catalyst for commercial engagement.

More formal, agenda-driven involvement came from speakers and panelists (%11.25), highlighting the presence of subject-matter experts, organizational leaders, and sector representatives contributing insights and shaping discussions. This level of expert participation supports the forum's credibility and its ability to foster informed dialogue.

Exhibitors accounted for %5 of participants, indicating a smaller but meaningful presence of organizations showcasing products, services, or investment-ready projects. Overall, the involvement profile reflects a well-attended forum with strong general participation, productive business engagement, and a solid representation of experts.



Figure 2. The level of involvement in the forum

Level of Involvment in the Forum



Figure 2



Figure 3. The forum's contribution to understanding investment opportunities

A substantial percentage of respondents expressed agreement with the statement "The forum provided equal opportunities for different stakeholder groups," reflecting strong confidence in the inclusivity and fairness of the event (Figure 3). The median at "Agree" and mean ≈ 4.06 confirm that the typical attendee left with meaningfully improved understanding, not just a marginal benefit. This result suggests that the forum successfully created a level playing field for diverse participants, reinforcing its role as an accessible platform for dialogue and collaboration. High agreement in this category indicates effective planning, balanced representation, and a well structured participation framework. With only %5.88 in the disagreement side, negative experiences are limited. Where possible, gathering verbatim feedback from this group can isolate pain points (e.g., session pacing, technical depth, or relevance to niche interests) without overhauling successful elements.

Overall, the results point to a well organized forum that succeeded in inclusivity, relevance, and engagement. To further enhance future events, organizers may consider deepening sector specific content, expanding interactive opportunities, and continuing to ensure balanced representation across stakeholder groups.



Figure 3. The forum's contribution to understanding investment opportunities

The forum contributed to understanding investment opportunities in Suhar

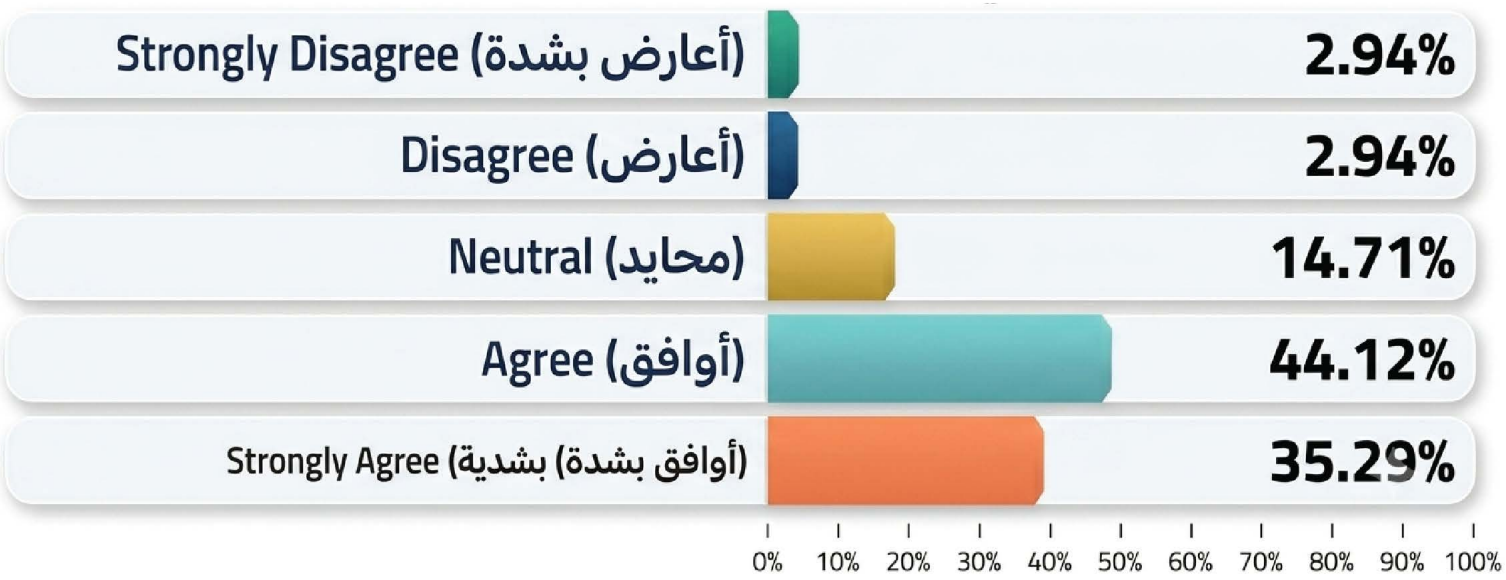


Figure 3



Figure 4. The relevance of the session and discussions

A substantial percentage of respondents expressed agreement with the statement “The sessions and discussions addressed issues relevant to our sector,” reflecting strong confidence in the event’s practical relevance (Figure 4). Two thirds (%66.18) selected Agree (%44.12) or Strongly Agree (%22.06). The median at “Agree” and mean ≈ 5/3.75 confirm that the typical attendee found the content genuinely sector relevant, not merely somewhat useful. This result suggests that the forum successfully curated themes and discussions aligned with stakeholder needs, reinforcing its role as a credible venue for sector focused dialogue and collaboration. High agreement in this category indicates effective topic selection, appropriate speaker expertise, and a well structured agenda.

At the same time, %26.47 of respondents chose Neutral, indicating a sizable cohort that may require deeper specialization (e.g., sub sector tracks, value chain case studies, or clearer regulatory/finance roadmaps) to convert neutrality into agreement

With only %7.35 on the disagreement side (Disagree %1.47; Strongly Disagree %5.88), negative experiences are limited. The net favourability (Top 2 minus Bottom 2) stands at +58.83 percentage points, and the positive to negative ratio is roughly 9:1, underscoring broad satisfaction with thematic relevance.
Overall, the results point to a well organized forum that succeeded in relevance and engagement.



Figure 4. The relevance of the session and discussions

The sessions and discussions addressed issues relevant to our sector

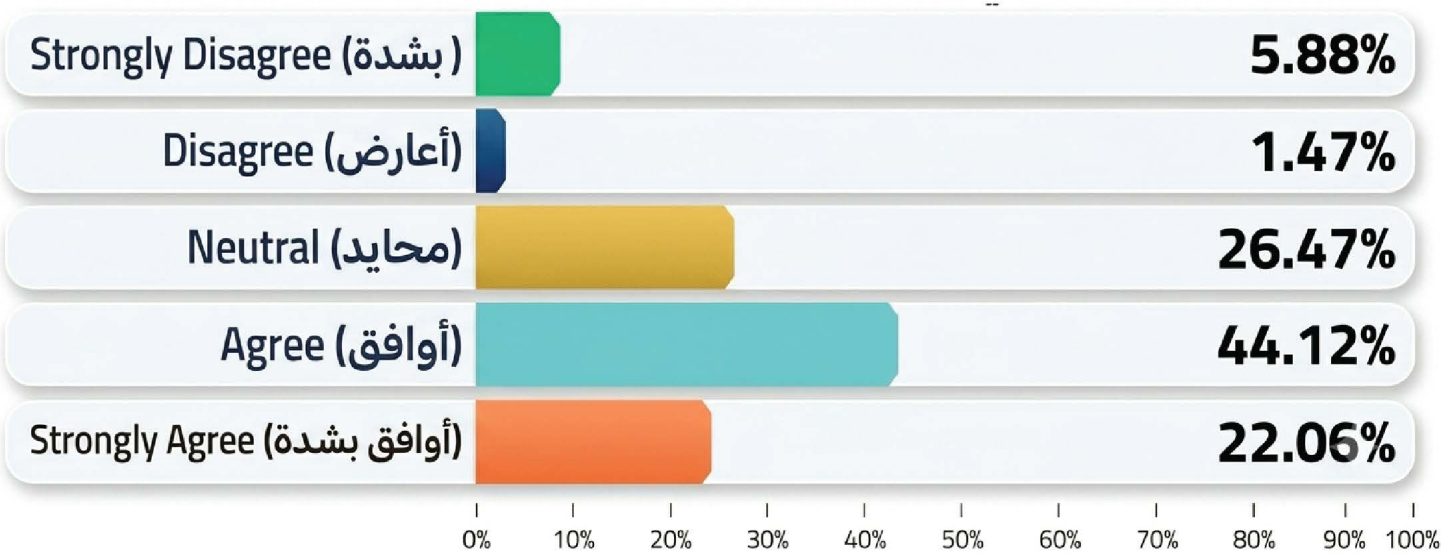


Figure 4



Figure 5. The importance of the outcomes of Suhar Investment Forum to the Industrial Future

A substantial percentage of respondents signalled the significance of the forum's outcomes for Oman's industrial future (Figure 5). A combined %85.29 rated the outcomes as Very Important (%52.94) or Extremely Important (%32.35), reflecting strong confidence that the forum's deliverables matter for the sector's trajectory. The median at "Very Important" and mean ≈ 5/4.09 (1 = Not Important … 5 = Extremely Important) confirm that the typical attendee viewed the forum's outcomes as highly consequential, not merely helpful. This result suggests the forum effectively aligned outputs (e.g., agreements, insights, connections) with national industrial priorities, reinforcing its role as a catalyst for policy–industry coordination and investment momentum. High importance ratings indicate solid agenda design, relevance of themes, and clear signalling of next steps.

A smaller middle segment (%8.82 Moderately Important) implies a minority who see value but may require more concrete pathways—for example, clearer timelines, accountability for MoUs, or sector specific implementation plans—to elevate perceived importance to the top tier.

With only %5.88 on the low importance side (Not Important %2.94; Slightly Important %2.94), dismissive views are limited. The net favorability (Top 2 minus Bottom 2) is +79.41 percentage points, and the positive to negative ratio is roughly 1 : 14.5, underscoring broad conviction that forum outcomes matter.

Overall, the results point to a well organized forum that succeeded in signalling strategic importance and practical relevance to Oman's industrial future.



Figure 5. The importance of the outcomes of Suhar Investment Forum to the Industrial Future

The outcomes of this forum are important for Oman's industrial future

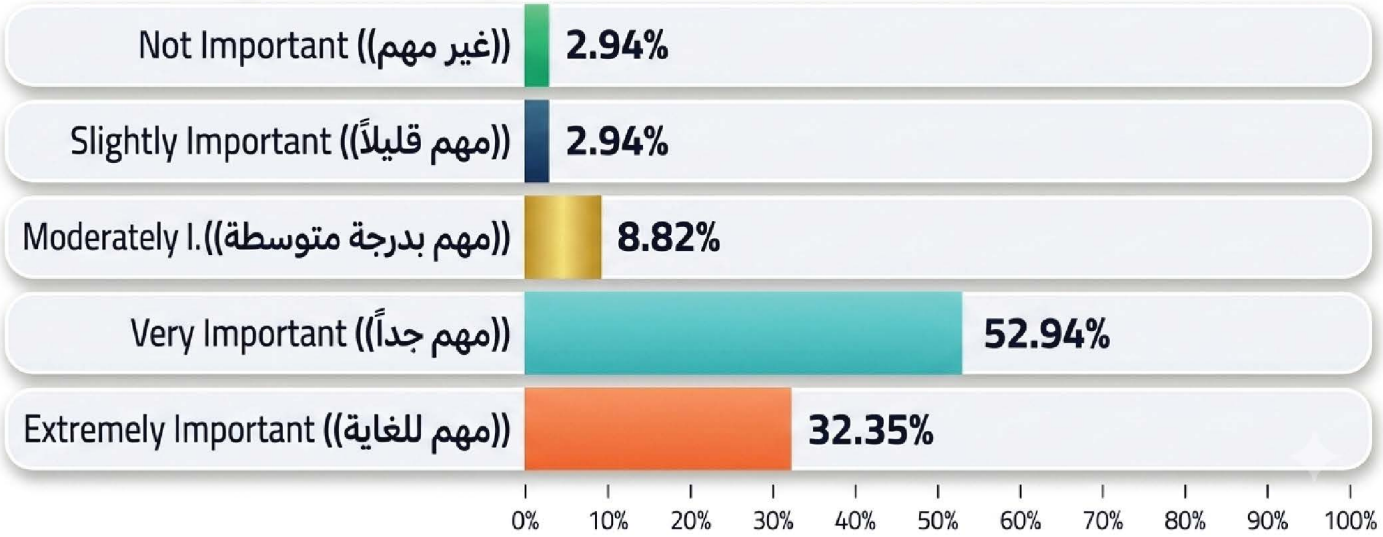


Figure 5



Figure 6. The Forum's image as an Equal Opportunity provider

A substantial percentage of respondents expressed agreement with the statement "The forum provided equal opportunities for different stakeholder groups," demonstrating strong confidence in the fairness and inclusivity of the event (Figure 6). A combined %76.47 selected Agree (%57.35) or Strongly Agree (%19.12), indicating that most participants felt the forum created a balanced environment where diverse stakeholders could engage meaningfully. This level of agreement reflects effective planning, transparent processes, and a commitment to ensuring all groups—whether government, industry, academia, or investors—had access to the same opportunities and platforms. A notable %20.59 of respondents selected Neutral, suggesting that while they did not perceive inequality, they also may not have had enough evidence to strongly confirm inclusivity.

Only %2.94 expressed disagreement (%1.47 Disagree and %1.47 Strongly Disagree), representing a very small minority. Negative experiences are therefore limited.
Overall, the results point to a well organized and inclusive forum that succeeded in creating a level playing field for diverse stakeholder groups.



Figure 6. The Forum's image as an Equal Opportunity provider

The forum provided equal opportunities for different stakeholder groups

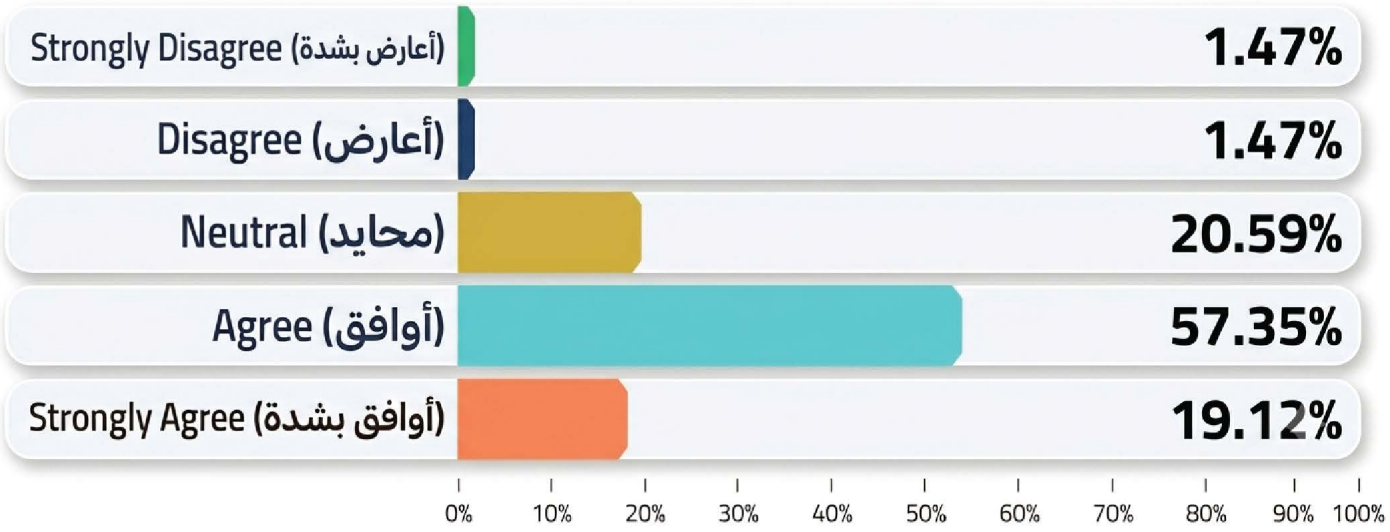


Figure 6



Figure 7. The stakeholder group that benefited the most from the forum

A substantial percentage of respondents expressed agreement with the statement "The forum provided equal opportunities for different stakeholder groups," demonstrating strong confidence in the fairness and inclusivity of the event (Figure 6). A combined %76.47 selected Agree (%57.35) or Strongly Agree (%19.12), indicating that most participants felt the forum created a balanced environment where diverse stakeholders could engage meaningfully. This level of agreement reflects effective planning, transparent processes, and a commitment to ensuring all groups—whether government, industry, academia, or investors—had access to the same opportunities and platforms. A notable %20.59 of respondents selected Neutral, suggesting that while they did not perceive inequality, they also may not have had enough evidence to strongly confirm inclusivity.

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Overall, the results point to a well organized and inclusive forum that succeeded in creating a level playing field for diverse stakeholder groups.



Figure 7. The stakeholder group that benefited the most from the forum

The stakeholder group that benefited the most from the forum



Figure 7



Figure 8. The Forum's influence on Stakeholders' investment decisions

A substantial percentage of respondents expressed agreement with the statement "The forum influenced our organizations' investment or collaboration decisions," indicating a meaningful conversion of forum engagement into organizational decision making (Figure 8). A combined %54.42 selected Agree (%38.24) or Strongly Agree (%16.18). This result suggests the forum helped shape investment or partnership considerations for many organizations, reinforcing its role as a catalyst for pipeline development and collaboration. At the same time, a large Neutral segment (%38.24) indicates sizable latent potential: many participants neither discounted nor confirmed influence. Only %7.35 are on the disagreement side (Disagree %2.94; Strongly Disagree %4.41). The net favorability (Top 2 minus Bottom 2) is +47.07 percentage points, and the positive to negative ratio is roughly 1 : 7.4, underscoring that negative experiences are limited. Gathering short verbatim feedback from this minority can pinpoint friction points (e.g., sector misalignment, insufficient technical depth, or unclear next steps) without altering the forum's successful elements.

Overall, the results point to a well organized forum that generated meaningful influence on investment and collaboration decisions while leaving significant room to convert neutrality into action.



Figure 8. The Forum's influence on Stakeholders' investment decisions

The forum influenced our organizations' investment or collaboration decisions

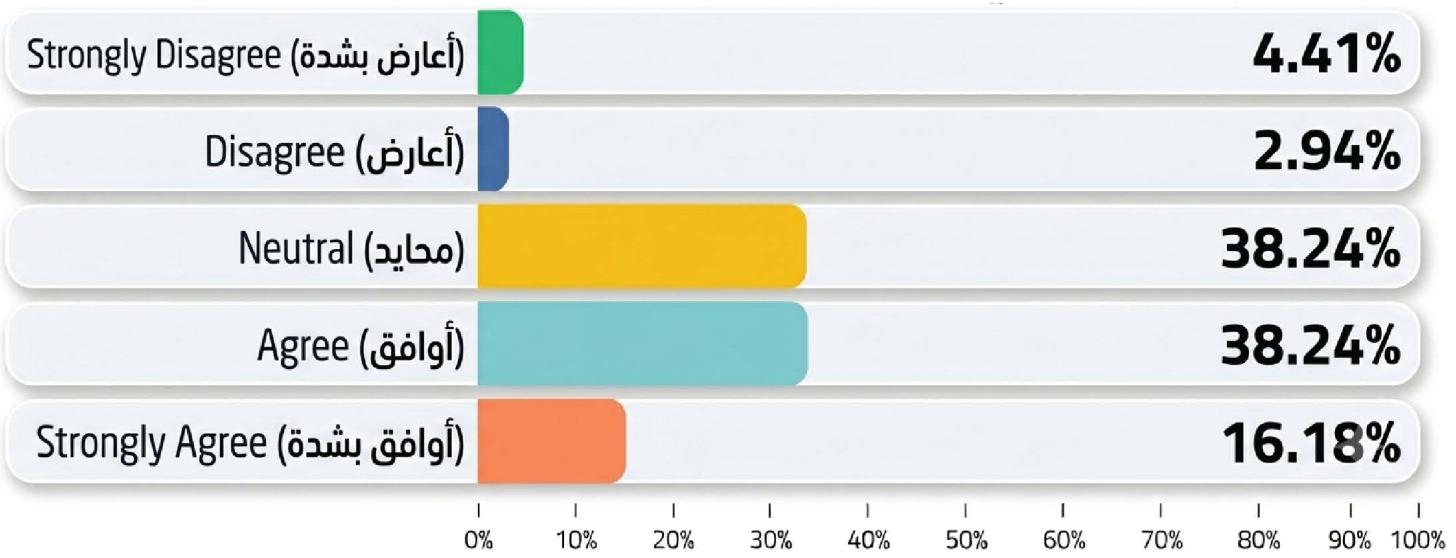


Figure 8



Figure 9. The level where the Forum's impact was most visible

A substantial share of respondents indicated that the forum's impact was most visible at the global level, with %30.88 selecting Global (Figure 9). This was followed by %26.47 at the National (Oman wide) level, %22.06 at the Local (Suhar/Al Batinah) level, and %20.59 at the Regional (GCC/Arab region) level. Taken together, more than half (%57.35) perceived the strongest impact at national or global scales, suggesting that the forum's themes, participants, and outreach resonated beyond the immediate locality, reinforcing its positioning as a platform that connects Suhar to Oman wide priorities and international attention.

At the same time, a notable %42.65 located the most visible impact at local or regional levels, indicating that the forum also served near term ecosystem needs—relationships, visibility, and problem solving within Suhar/Al Batinah and the wider GCC/Arab region. The relatively close shares between Local (%22.06) and Regional (%20.59) imply that the forum's outcomes are distributed across scales, rather than concentrated exclusively at one level.

This distribution has two important implications. First, the plurality at the global level suggests the event succeeded in elevating Suhar's profile to international audiences—likely through investor engagement, export oriented narratives, or globally relevant themes (e.g., logistics, industrial decarbonization, metals, and green energy). Second, the combined local/regional signal points to ongoing opportunities to translate visibility into implementation—for example, by making local pilots, supply chain links, and GCC collaboration pathways more explicit.



Figure 9. The level where the Forum's impact was most visible

The level where the forum's impact was most visible

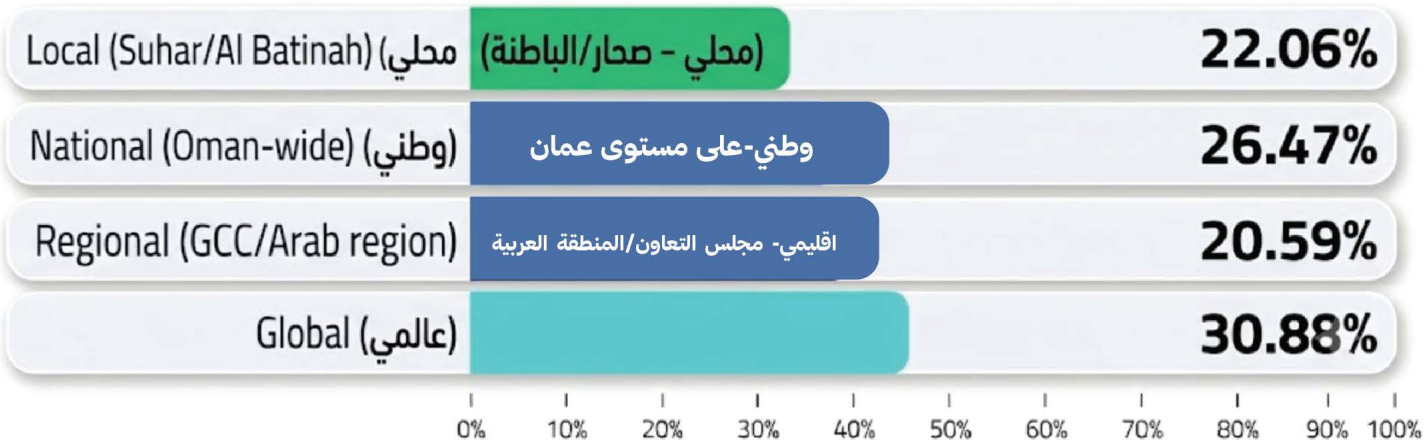


Figure 9



Figure 10. Expected timeframe for tangible outcomes from Suhar Investment Forum

A substantial share of respondents anticipate tangible outcomes within 3–1 years, with %47.06 selecting this option—the single largest group (Figure 10). Adding those who expect results within 12–6 months (%20.59) and within 6 months (%7.35), fully %75.00 foresee outcomes within 36 months. This distribution indicates broad confidence that the forum will translate into concrete results on a short to medium horizon, rather than distant prospects. The median timeframe is "3–1 years," and among respondents who gave a timeframe (excluding "Not sure"), the weighted average is ≈ 1.77 years (~21 months), reinforcing expectations of delivery within a two year window.

At the same time, %16.18 reported "Not sure," and %8.82 expect outcomes to materialize "more than 3 years" ahead. Combined, one quarter (%25.00) either anticipates a longer runway or lacks sufficient clarity to commit to a timeline. This uncertainty likely reflects dependencies such as permitting, financing, infrastructure readiness, internal approvals, or the maturation of partnerships initiated at the forum.

Overall, the results point to a well positioned forum with a strong pipeline orientation: most participants expect concrete progress within three years, and more than a quarter expect meaningful movement within the first year (%27.94).



Figure 10. Expected timeframe for tangible outcomes from Suhar Investment Forum

Expected timeframe for tangible outcomes from this forum

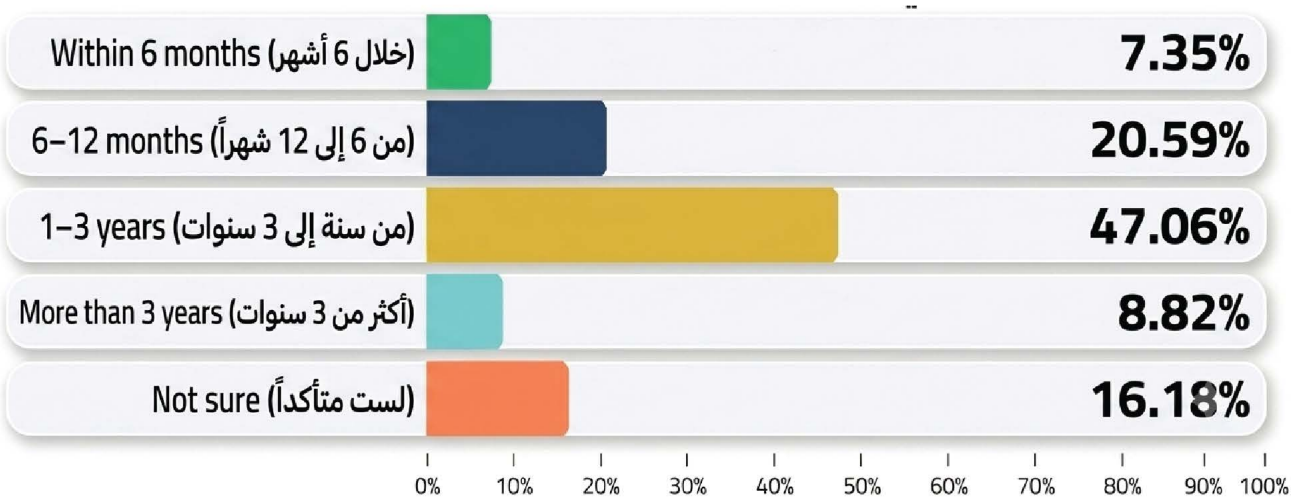


Figure 10



Figure 11. Unique value added by the forum compared to other events

A substantial percentage of respondents expressed agreement with the statement “Unique value added by the forum compared to other events attended,” indicating that many participants perceived clear differentiation (Figure 11). A combined %61.77 selected Agree (%44.12) or Strongly Agree (%17.65). The responses confirm that the typical attendee viewed the forum as distinctly valuable, not just comparable to peers. This suggests that elements such as curated stakeholder mix, sector relevant content, B2B facilitation, or access to decision makers contributed to a stronger value proposition than other events.

At the same time, %27.94 chose Neutral, signaling a sizable cohort that may have found the forum useful but not yet convincingly unique. This neutrality often reflects either (i) overlap with content seen elsewhere, (ii) insufficient visibility of what made the forum different (e.g., exclusive announcements, targeted matchmaking, or policy access), or (iii) a need for more tangible takeaways to demonstrate uniqueness (e.g., pilot commitments, signed MoUs, or privileged data/insights).

Only %10.29 are on the disagreement side (Disagree %5.88; Strongly Disagree %4.41). The net favorability (Top 2 minus Bottom 2) is +51.48 percentage points, and the positive to negative ratio is roughly 1 :6.0, indicating that negative perceptions are limited.

Overall, the results point to a well organized forum that delivered clear differentiation for most participants, while leaving room to sharpen and communicate the forum’s unique edge to convert neutral views into strong agreement.



Figure 11. Unique value added by the forum compared to other events

Unique value added by the forum compared to other events attended

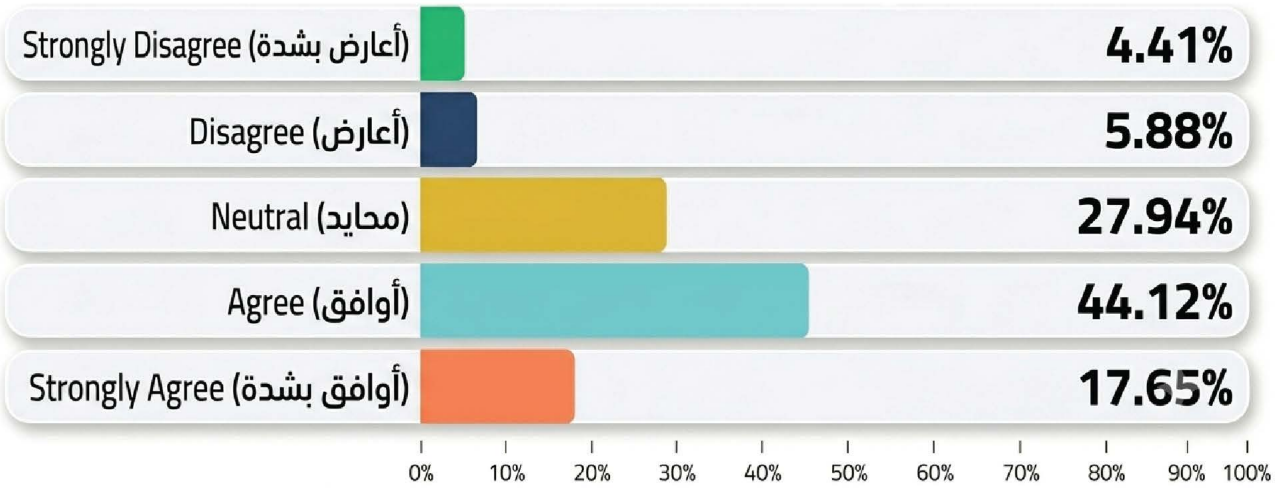


Figure 11



Figure 12. Respondents' perception of Forum in providing important opportunities

A substantial percentage of respondents expressed agreement with the statement "Without this forum, our organizations would have missed important opportunities," indicating that many participants attribute concrete opportunity access to the event (Figure 12). A combined %50.00 selected Agree (%41.18) or Strongly Agree (%8.82). The median at "Agree" and an estimated mean ≈ 5/3.35 (1 = Strongly Disagree ... 5 = Strongly Agree) confirm that the typical attendee perceived more than marginal value in preventing missed opportunities—suggesting the forum served as a meaningful gateway to partners, information, and deals that might otherwise have been out of reach.

At the same time, a large Neutral segment (%33.82) signals considerable latent potential: many participants did not dismiss the claim, but also did not yet see decisive evidence that the forum prevented missed opportunities.

Only %16.17 are on the disagreement side (Disagree %8.82; Strongly Disagree %7.35). The net favorability (Top 2 minus Bottom 2) is +33.8 percentage points, and the positive to negative ratio is roughly 1 : 3.1, indicating that negative views are a minority but not negligible.

Overall, the results point to a well organized forum that many participants credit with unlocking otherwise missed opportunities, while leaving significant room to convert neutrality into conviction through clearer evidence of follow through and outcomes.



Figure 12. Respondents' perception of Forum in providing important opportunities

Without this forum, our organizations would have missed important opportunities

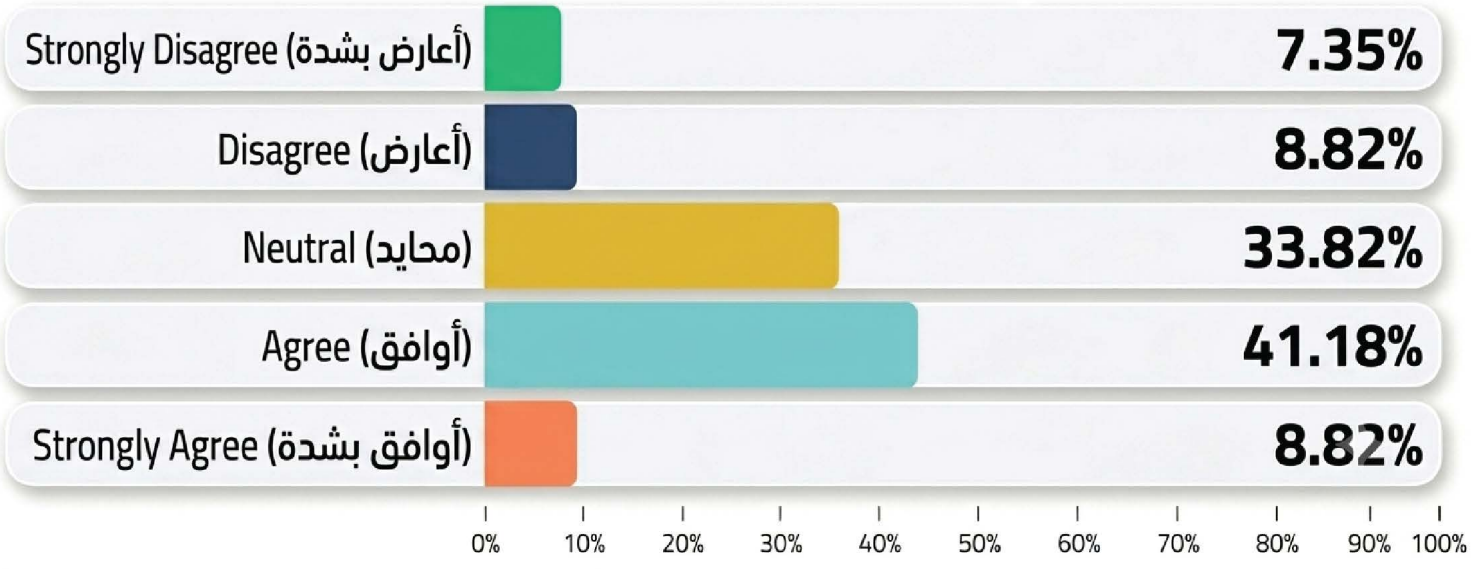


Figure 12



Figure 13. Perception about risks of non-implementation of agreements

A substantial share of respondents remain undecided about non implementation risk (Figure 13). Neutral responses dominate at %57.35, suggesting wide acknowledgment that outcomes are possible but uncertainty persists around execution (e.g., approvals, financing, partner readiness, or governance). Among those with a view, %26.47 Agree/Strongly Agree that there are risks (%4.41 + %22.06), while %16.18 Disagree/Strongly Disagree (+ %13.24 %2.94). The median response is "Neutral," and the estimated mean ≈ 5/3.12 (1 = Strongly Disagree … 5 = Strongly Agree), indicating mild net concern rather than acute risk perception. Net balance toward risk (Top 2 minus Bottom 2) is +10.29 percentage points, and the positive to negative ratio is ≈ 1 : 1.64—a signal that respondents lean toward caution but have not reached consensus.

This profile implies two things. First, execution confidence is not yet fully established; respondents likely need clearer visibility on who is responsible for each agreement, what milestones exist, and how issues will be escalated. Second, the large neutral bloc represents a conversion opportunity: with transparent tracking and targeted de risking (permitting, financing, and commercial off take), opinions can shift from uncertainty to confidence.

Overall, the results show that the forum led to promising agreements, but it also emphasizes the need for strong follow up after the event to make sure these agreements are actually carried out.



Figure 13. Perception about risks of non-implementation of agreements

There are risks of non-implementation of agreements signed during the forum

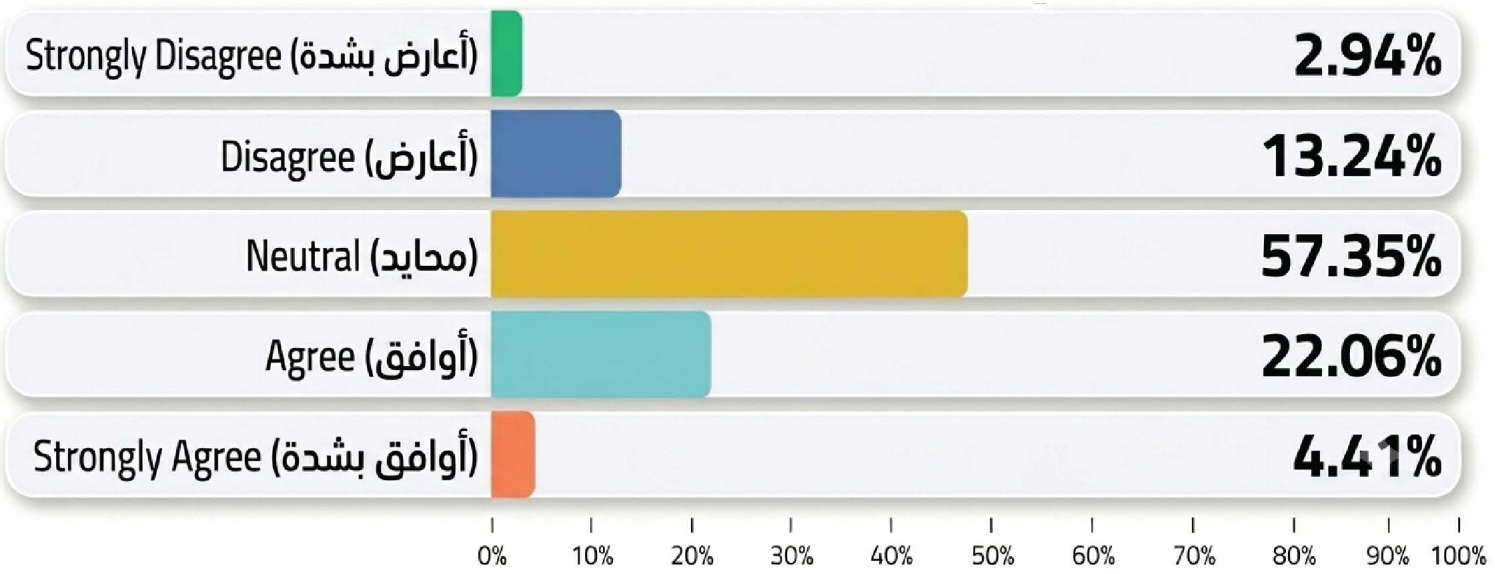


Figure 13



Figure 14. Biggest risks to achieving Forum outcomes

A substantial proportion of respondents (%35.29) identified “Lack of follow up mechanisms” as the biggest risk to achieving the forum’s outcomes (Figure 14). This strong signal highlights the importance of structured, consistent post forum engagement to ensure that agreements, leads, and initiatives translate into tangible progress.

The second most significant risk perceived by respondents relates to policy and regulatory barriers (%26.47), reflecting concerns about approval processes, timelines, compliance requirements, and coordination across public entities. This ranking indicates that, beyond follow up, institutional and procedural challenges may hinder the pace at which forum outcomes materialize—especially for investment heavy or cross sector initiatives.

Financing challenges were cited by %20.59, underscoring the role of capital access—both private and public—in driving projects from concept into implementation. This concern points to the importance of bankability, feasibility support, clarity on incentives, and partnerships with financial institutions.

Concerns about logistics/infrastructure limitations (%10.29) and workforce/skills gaps (%7.35) were comparatively lower but still meaningful. Their presence reflects an awareness that physical capacity and human capital remain essential enablers of successful execution, especially for industrial and export oriented projects.

Taken together, the distribution points to a forum that successfully created momentum and opportunity, while emphasizing that effective follow through, regulatory clarity, and financial readiness are critical to turning that momentum into measurable outcomes.



Figure 14. Biggest risks to achieving Forum outcomes

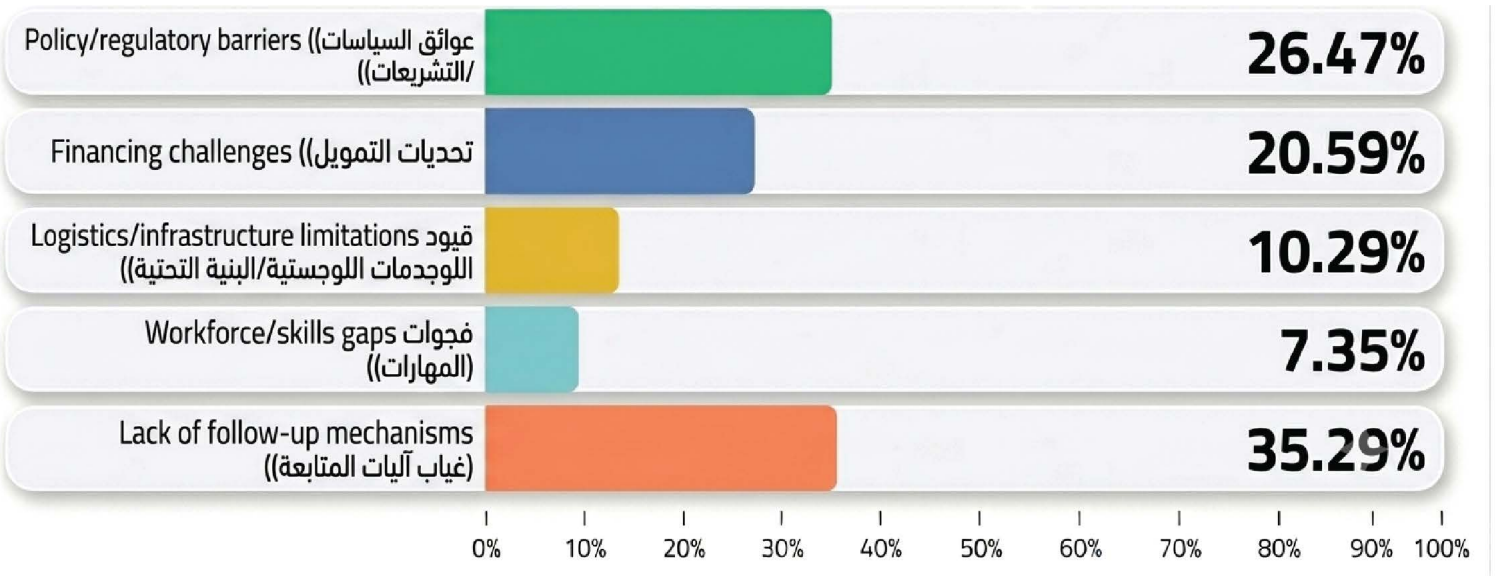


Figure 14



Figure 15. Rating of different aspects of Suhar Investment Forum

A substantial share of respondents rated the forum's aspects in the positive range, with responses concentrated in Good and Very Good, and a meaningful—though smaller—share in Excellent (Figure 15). Ratings of Poor are minimal across all aspects, indicating broad satisfaction with event delivery.

Quality of sessions/panels appears among the strongest performers, with a high concentration in Very Good and a visible Excellent share. This suggests that speaker selection, content depth, and panel moderation resonated well with the audience.

Networking opportunities also show strong positive clustering (notably Very Good), indicating that the forum was effective in enabling connections and dialogue.

Relevance of topics is rated largely Good–Very Good, with some Excellent, suggesting that the agenda broadly matched stakeholder interests across sectors. Organization & logistics skews Good with a notable Very Good presence, but it also shows slightly higher "Fair" than other categories—pointing to isolated issues (e.g., session timing, wayfinding, venue flow, or registration throughput) that can be fine tuned. Opportunities for collaboration/investment receive positive ratings.

Overall, the forum delivered solid performance across content, relevance, and networking, with logistics and deal enablement (collaboration/investment) emerging as priority areas to elevate from "Good" to "Very Good/Excellent.



Figure 15. Rating of different aspects of Suhar Investment Forum

Rating of different aspects of the Suhar Investors' Forum

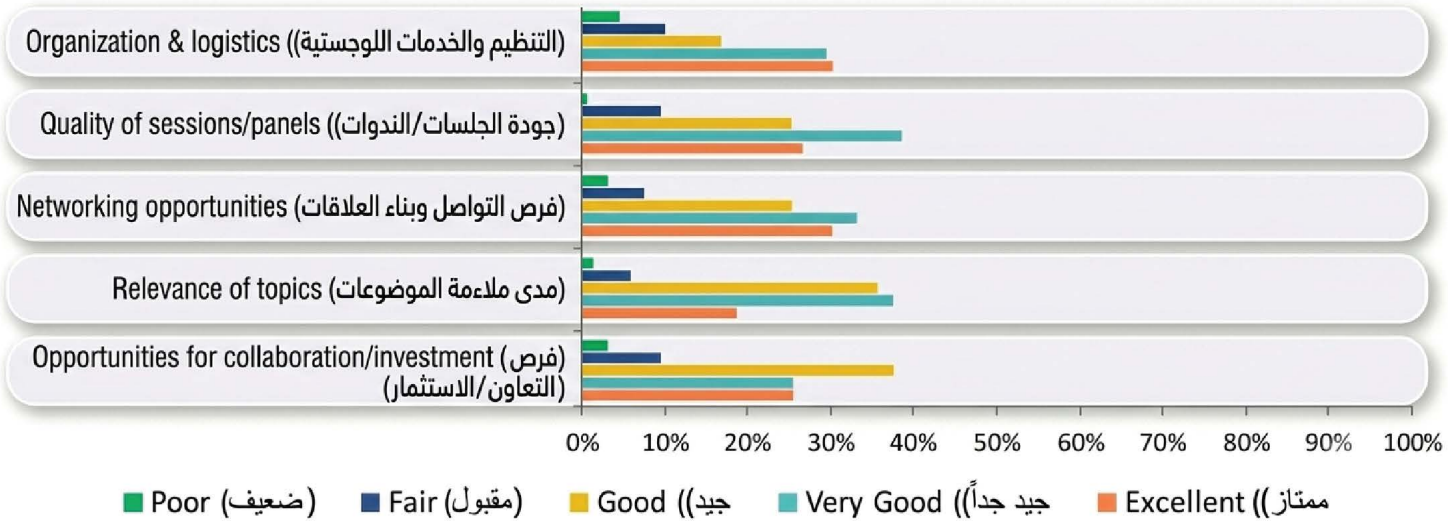


Figure 15



Figure 16. Overall satisfaction with the Suhar Investment Forum

A substantial majority of respondents expressed positive satisfaction with the Suhar Investment Forum 2026 (Figure 16). A combined %80.30 selected Satisfied (%42.42) or Very Satisfied (%37.88), reflecting strong confidence in the forum's overall organization, content, and value delivered. The median response is "Satisfied," and the distribution shows a clear skew toward higher satisfaction levels, indicating that the typical attendee left the event with a distinctly positive impression. This pattern suggests that the forum successfully met expectations across logistics, relevance, quality of discussions, and opportunities for engagement.

A smaller share of participants—%9.09—reported Neutral satisfaction. This group likely viewed the event as generally well executed but may have desired greater sector-specific depth, more targeted networking, or clearer pathways to follow up actions. Only %10.61 expressed dissatisfaction, split into %9.09 Dissatisfied and %1.52 Very Dissatisfied. This represents a small minority, indicating limited negative experiences.
Overall, the results point to a highly successful forum that delivered strong value to the majority of attendees.



Figure 16. Overall satisfaction with the Suhar Investment Forum

Overall satisfaction with the Suhar Investors' Forum 2026

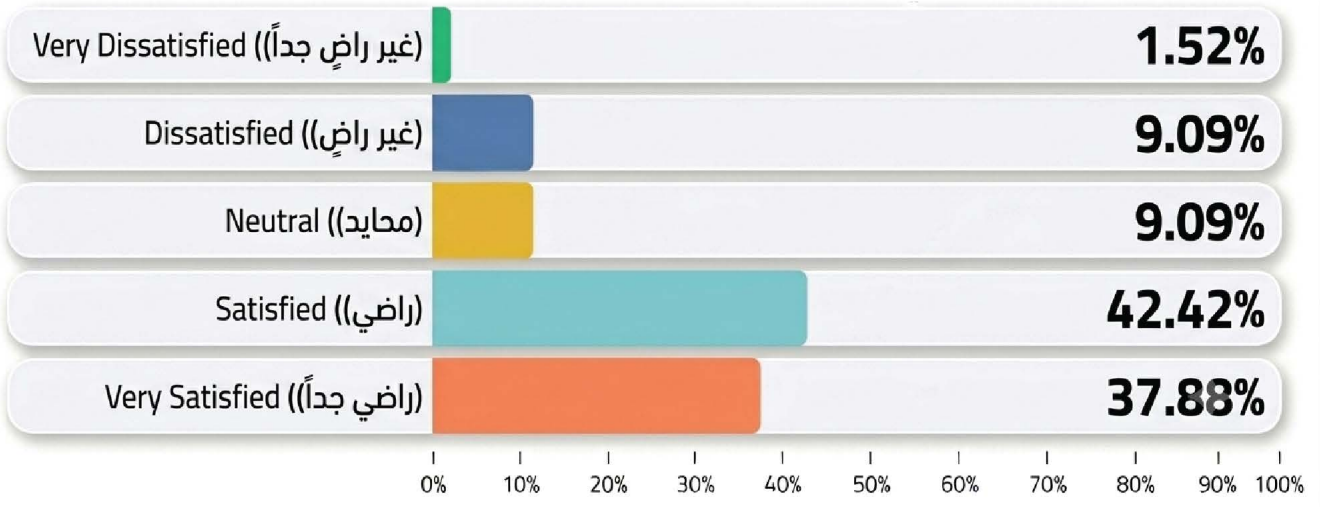


Figure 16



Figure 17. Likelihood of participation in future investment forums

A substantial majority of respondents indicated a strong intention to attend future editions of the forum (Figure 17). A combined %86.36 selected Very Likely (%45.45) or Likely (%40.91), signaling high retention potential and strong brand affinity. The median response is "Likely," and the estimated mean ≈ 5/4.26 (1 = Very Unlikely ... 5 = Very Likely), confirming that the typical attendee is positively disposed to return, not merely undecided. The net favorability (Top 2 minus Bottom 2) is +81.81 percentage points, with a positive to negative ratio of ~1 : 19—a very strong forward looking indicator for attendance.

A small Neutral segment (%9.09) suggests a limited group who may require earlier information on agenda, speakers, and B2B opportunities—or assurances on logistics and follow up outcomes—before committing. Unlikely/Very Unlikely total just (%1.52 + %3.03) %4.55, indicating that negative sentiment is rare and likely driven by specific constraints (e.g., scheduling, sector fit, or perceived opportunity yield).

Overall, the distribution points to a highly successful forum with strong repeat attendance intent, providing a solid base for future planning, sponsorship, and pipeline development.



2. Methodology

Thirteen (13) semi-structured interviews were conducted with key stakeholders, including:

- Domestic and international investors
- Exhibitors
- Officials from Omani and international Chambers of Commerce
- Industry representatives

Interviews were conducted ethically with informed consent. Earlier, an Ethical Approval for using the instruments were taken from the Suhar University's Ethical Committee. Conversations which were recorded with permission secured through signed consent forms during the event were later transcribed in English. All identities were anonymized (R1–R13).

The analysis used thematic analysis, which involved:

1. Reading transcripts carefully
2. Identifying recurring ideas
3. Grouping similar ideas into themes
4. Interpreting meaning under each SOPACT dimension

The goal was not just to report opinions, but to interpret what those opinions reveal about the Forum's broader impact.



3. Results

I. WHAT – Nature and Importance of Impact

The "What" dimension examines the type and significance of impact generated by the Forum. It helps answer:

.What changed?

.What was gained?

.Why does it matter?

Its importance lies in determining whether the Forum made a meaningful contribution to Oman's industrial and investment landscape.

Theme 1: Increased Confidence in Suhar as an Investment Hub

A strong and consistent message across interviews was that the Forum significantly strengthened confidence in Suhar. Respondents described a shift in perception — from viewing Suhar merely as a port location to recognizing it as a comprehensive industrial ecosystem.

Participants felt the Forum demonstrated seriousness, preparedness, and strategic commitment from the government and industry players. This enhanced trust among investors.

Some supporting quotes from the respondents are presented below:

"The forum has repositioned Suhar as a serious industrial gateway, not just a port city." (R3)

"It demonstrated that Oman is open, organized, and forward-looking." (R7)



Theme 2: Clear Alignment with Industrial Diversification

Respondents repeatedly linked the Forum to Oman's long-term diversification agenda. Many felt the discussions were not generic but focused on high-potential sectors such as clean energy, logistics, advanced manufacturing, and technology. This reinforced the idea that the Forum was strategically aligned with national priorities.

Some supporting quotes from the respondents are presented below:

"The focus on clean energy and advanced industries shows we are moving beyond oil." (R5)

"This forum supports Vision 2040 objectives in a practical way." (R9)

Theme 3: Strong Networking and Partnership Platform

Beyond speeches and presentations, stakeholders emphasized that the Forum created valuable direct interaction opportunities. The B2B meetings were described as highly practical and outcome-oriented. Several respondents indicated that serious partnership discussions began during the Forum.

Some supporting quotes from the respondents are presented below:

"The real value was the B2B meetings." (R1)

"We connected with partners we wouldn't have met otherwise." (R8)



II. WHO – Stakeholders Benefiting

The "Who" dimension evaluates inclusivity. It examines which groups benefited most and whether certain stakeholders were underrepresented. Its importance lies in ensuring that growth is broad-based and ecosystem-driven rather than concentrated.

Theme 1: Large Industries Were the Main Beneficiaries

Many respondents observed that large industrial players and government-linked entities gained the most visibility and direct benefits. Major projects were central to discussions and media coverage. While this is understandable given their economic weight, it raises questions about balance.

Some supporting quotes from the respondents are presented below:

"Large industries were clearly at the center." (R6)

"Major projects received most attention." (R11)



Theme 2: SMEs Need Stronger Integration

Several respondents expressed concern that SMEs were present but not fully integrated into meaningful opportunities. They recommended more structured matchmaking sessions for SMEs and dedicated programming in future forums. This suggests a gap in inclusiveness.

Some supporting quotes from the respondents are presented below:

“SMEs were present, but not sufficiently empowered.” (R4)

“Future forums should dedicate more sessions for SMEs.” (R10)

Theme 3: International Investors Impressed, Domestic Follow-Up Needed

International participants were reportedly impressed by infrastructure and organization. However, domestic investors may require stronger post-forum support and facilitation. This indicates the need for structured follow-up mechanisms.

Some supporting quotes from the respondents are presented below:

International investors were impressed.” (R12)

“Domestic investors need stronger follow-up.” (R5)



III. HOW MUCH – Scale and Reach of Impact

This dimension assesses how wide and how strong the impact is expected to be — locally, nationally, regionally, or globally — and how soon results may materialize.

Theme 1: National Impact with Regional Spillover

Most respondents believe the Forum's immediate impact will be national, strengthening Oman's industrial ecosystem. However, regional (GCC-level) influence is also anticipated.

Some supporting quotes from the respondents are presented below:

"The impact will be national first, then regional." (R3)

"It strengthens Oman's position within the GCC." (R9)



Theme 2: Medium-Term Realization of Outcomes

There was optimism about future outcomes, but respondents were realistic about timelines. Many believe tangible results will take 3–1 years, depending heavily on follow-up efforts.

Some supporting quotes from the respondents are presented below:

“MoUs are promising, but execution takes time.” (R1)

“We expect outcomes within two years if follow-up is strong.” (R13)



IV. CONTRIBUTION – Added Value Compared to Status Quo

This dimension assesses what unique value the Forum added beyond existing initiatives or other investment events.

Theme 1: Industry-Specific and Decision-Maker Focused

Respondents emphasized that this Forum was more focused and practical than generic investment conferences. The presence of senior decision-makers made discussions more productive.

Some supporting quotes from the respondents are presented below:

“Unlike other forums, this was industry-specific.” (R7)

“It brought decision-makers, not just representatives.” (R2)



Theme 2: Changed Perception of Suhar

Participation shifted perceptions. Many stakeholders developed a deeper understanding of Suhar's industrial ecosystem through site visits and sector presentations.

Some supporting quotes from the respondents are presented below:

"I now see Suhar as an integrated industrial ecosystem." (R8)

Theme 3: Prevented Missed Opportunities

Several respondents stated clearly that without the Forum, certain partnerships would not have been initiated.

Some supporting quotes from the respondents are presented below:

Some supporting quotes from the respondents are presented below:

"Without this forum, we would not have initiated this discussion." (R10)

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V. RISK – Challenges and Uncertainties

The Risk dimension identifies potential threats that may prevent the Forum's outcomes from materializing.

Theme 1: Risk of Non-Implementation

The most significant concern is that MoUs may not translate into real investments without structured monitoring and follow-up.

Some supporting quotes from the respondents are presented below:

"The biggest risk is that MoUs remain symbolic." (R4)

"Without follow-up, momentum fades." (R12)



Theme 2: Regulatory and Bureaucratic Barriers

Some respondents pointed to licensing timelines and regulatory complexity as possible constraints.

Some supporting quotes from the respondents are presented below:

“Streamlining approvals is still necessary.” (R5)

Theme 3: Workforce Skill Gaps

Advanced industrial growth will require stronger alignment between education and sectoral needs.

Some supporting quotes from the respondents are presented below:

“Advanced industries require specialized skills.” (R9)

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4. Overall Conclusion

The qualitative findings indicate that the Suhar Investment Forum 2026 successfully:

- Strengthened investor confidence
- Improved Suhar's investment image
- Facilitated meaningful networking
- Reinforced industrial diversification objectives

However, its long-term success depends on:

- Structured follow-up of agreements
- Greater SME inclusion
- Regulatory efficiency
- Workforce development alignment

The Forum has created momentum. Sustaining that momentum will determine its true impact.



5. Recommendations from Qualitative Analysis

1.Establish a formal MoU tracking and reporting mechanism.
2.Create structured SME engagement tracks in future forums.
3.Accelerate regulatory streamlining and licensing transparency.
4.Align workforce training with priority sectors.
5.Maintain post-forum engagement with investors.

Expected outcomes

- **Short term (Identification of potential investors, handling of enquiries and support)**
- **Mid-term (Signing of MoUs and agreements, and investment facilitation including rental space, power, banking requirements etc.)**
- **Long term (Finalizing the realization of investments**



Conclusions and recommendations

Conclusions

The findings from both the qualitative and quantitative analyses indicate that the Suhar Investment Forum 2026 has successfully evolved into a strategically relevant platform that enhances investor confidence, strengthens Suhar's positioning as an industrial hub, and facilitates meaningful engagement between local and international stakeholders.

The Forum demonstrated notable progress compared to its previous edition, particularly in terms of international participation, structured business interactions, and sector-focused investment opportunities. The shift from a volume-driven approach to a more targeted and quality-oriented investment strategy reflects growing institutional maturity.

However, the analysis also highlights critical areas that require attention to ensure long-term impact. These include the need for stronger post-forum follow-up mechanisms, improved investor experience, deeper integration of SMEs, enhanced regulatory efficiency, and alignment of workforce capabilities with industrial needs.

Overall, while the Forum has successfully created momentum and visibility, its sustained impact will depend on the ability to convert engagement into actual investments, institutionalize follow-up processes, and strengthen the broader investment ecosystem in alignment with Vision Oman 2040.



Recommendations

Building on the findings, the following recommendations are proposed under three strategic pillars to ensure clarity, focus, and effective implementation:

Pillar 1: Speed and Ease of Doing Business

Objective: Enhance investor experience by reducing time, complexity, and uncertainty in investment processes.

- Establish a Suhar Fast-Track Investment System with a single-window interface and clearly defined, time-bound approval processes (SLAs).
- Develop sector-specific investment roadmaps outlining procedures, timelines, regulatory requirements, and associated costs.
- Introduce a priority investment track for high-value and strategic sectors aligned with Vision Oman 2040.
- Accelerate digital integration of investor services, ensuring seamless processing across licensing, permits, customs, and utilities.
- Publish a Suhar Investor Charter to enhance transparency, define service standards, and provide a clear escalation mechanism.



Recommendations

Pillar 2: Investment Conversion and Execution

Objective: Transform investor interest and forum engagement into bankable projects and realized investments.

- Establish a Deal Conversion and Follow-Up Unit responsible for tracking all MoUs, B2B engagements, and investment leads.
- Develop a centralized monitoring dashboard to track project progress from initial engagement to financial closure.
- Introduce a Project Preparation Facility (PPF) to support feasibility studies, financial structuring, and investment readiness.
- Expand and institutionalize structured B2B matchmaking, including pre-scheduled, sector-focused meetings prior to the Forum.
- Assign dedicated account managers to high-potential investors to ensure continuity and facilitate decision-making.



Recommendations

Pillar 3: Ecosystem Strengthening and Sustainable Growth

Objective: Build a resilient and inclusive investment ecosystem that supports long-term industrial development.

- Strengthen SME integration through supplier development programs, targeted participation tracks, and linkages with anchor industries.
- Launch a Suhar Green Investment and Industrial Cluster, promoting renewable energy, circular economy initiatives, and low-carbon industries.
- Implement a Logistics Competitiveness Program focused on efficiency, cost reduction, and multimodal connectivity to enhance Suhar's regional positioning.
- Develop sector-specific workforce pipelines through partnerships with academic institutions and industry, aligned with emerging sectors such as advanced manufacturing, AI, and logistics.
- Link investment incentives to workforce development outcomes, ensuring sustainable employment and skills transfer.
- Strengthen global investment outreach through targeted, data-driven promotion in priority markets, leveraging trade - , embassies, and strategic partnerships.

• Institutionalize the Forum as an annual, results-oriented platform, integrating pre-event preparation, real-time engagement, and post-event follow-up mechanisms.



Final Note

These recommendations collectively reflect a strategic shift from investment promotion to investment realization, emphasizing speed, structure, and sustainability. Their effective implementation will be critical in maximizing the long-term impact of the Suhar Investment Forum and reinforcing its role as a key enabler of Oman's economic transformation under Vision 2040.



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منتدى صحار للاستثمار 2026

Suhar Investment Forum

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Impact Assessment Report On Suhar Investment Forum

Prepared by:
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