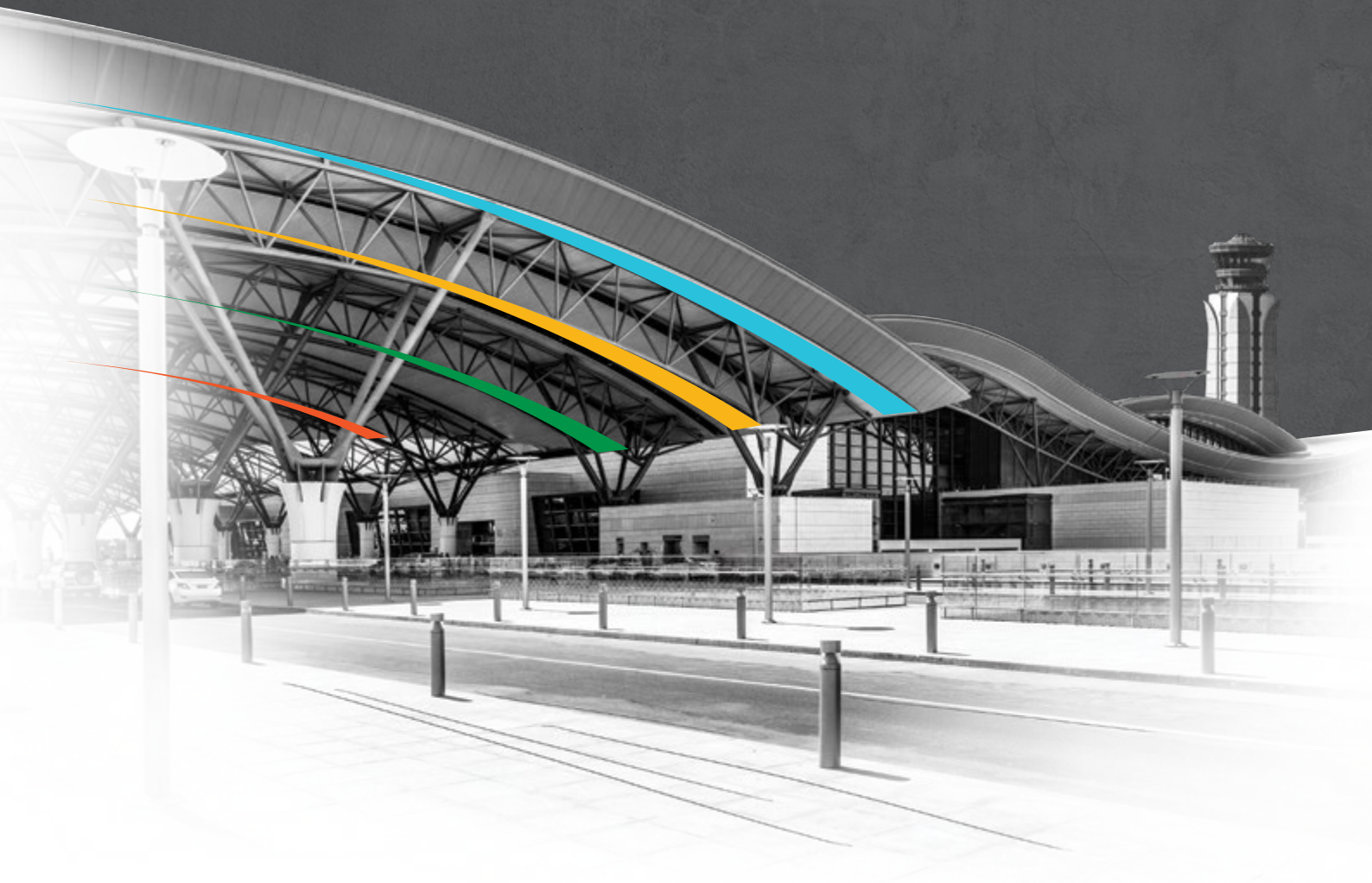


Oman Airports

Annual Report 2020



مطارات عُمان
Oman Airports

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HIGHLIGHTS OF THE YEAR 2020

These diligent and sustained endeavors were the result of joint efforts between our employees, the concerned authorities, and stakeholders – from our strategic partners to the various departments of logistics, operations, media, and communication services, in addition to the continuous follow-up and efficient monitoring by Oman's Supreme Committee for Dealing with COVID-19 along with its national decisions and directives to control and curb the spread of coronavirus in the Sultanate.



Traffic

The novel coronavirus outbreak brought a tremendous drop in air traffic which consisted of very limited number of travelers and flights. The air traffic consisted mainly of very limited number of scheduled flights operated after resuming operations at Oman Airports, in addition to cargo flights and other private and exceptional flights:

- **Total passengers:** 4.5 m Passengers
- **Total movements:** 39.3k Flights
- **Total Cargo:** 97.4 Tonnes



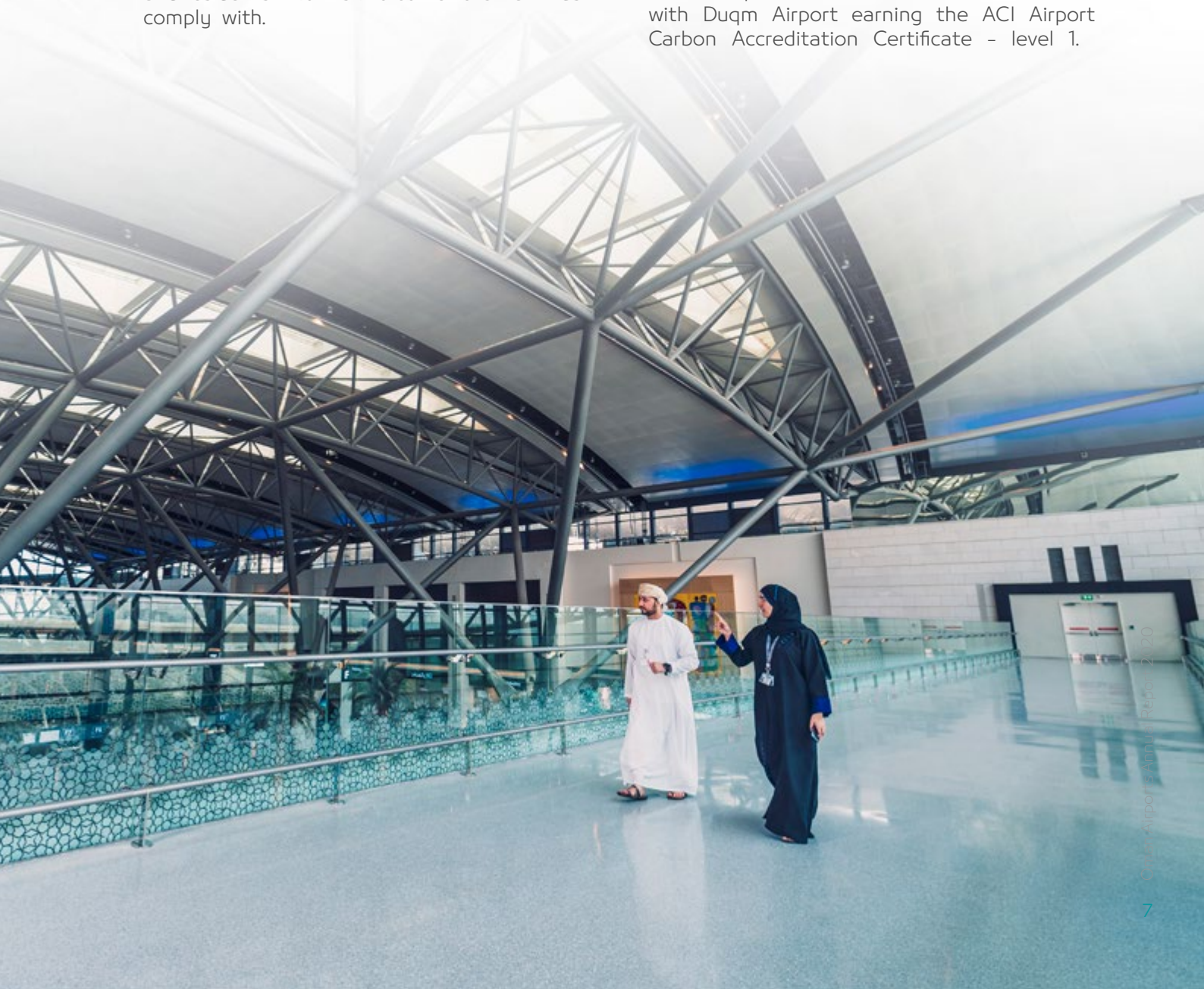
Flights & Destinations

- ▶ Qeshm Air operates its First Direct Flight coming from Shiraz Airport to Suhar Airport, thus becoming the third international airlines Company to operate direct flights to Suhar Airport
- ▶ Taban Air has started to operate new flights through Muscat International Airport
- ▶ Launch of new direct route of air freight between Salalah Airport and Addis Ababa International Airport



Health, Safety & Environment

- ▶ HSE campaigns were extensively rolled out within our airports to raise the awareness about Covid-19, and Staff health-related measures have been in place.
- ▶ Ensuring that strict safeguards are in place to guarantee implementing the necessary procedures and that the highest safety standards are applied to protect all employees, passengers, and airport users.
- ▶ Maintaining social distancing through virtual meetings
- ▶ The Civil Aviation Authority (CAA) has created a guide for passengers traveling through Oman's airports, which includes a set of precautionary measures that they must follow during their travel, in addition to requirements that citizens and residents who wish to come to Oman must comply with.
- ▶ Covid-19 testing stations are set up at Muscat International Airport, Salalah Airport, Suhar Airport and Duqm Airport; in addition to drive-through Coronavirus PCR Test Facilities in Muscat International Airport and Salalah Airport
- ▶ Technical tests were made to check the strength and integrity of the runway and taxiway.
- ▶ New milestone for Muscat International Airport, having achieved the Airports Council International (ACI) Airport Health Accreditation to become the first airport in the Middle East to receive this global health accreditation.
- ▶ Oman Airports has successfully completed a best practice Five Star Occupational Health and Safety Audit conducted by the British Safety Council demonstrating its commitment towards the continual improvement of the health and safety management systems and associated arrangements across the airports managed by the company, and particularly Muscat International Airport.
- ▶ Oman Airports marked another achievement with Duqm Airport earning the ACI Airport Carbon Accreditation Certificate - level 1.





Operational Performance

- ▶ Non-operational staff to work from home.
- ▶ Internal emails sent to all staff about any updates, in addition to regularly updating Bawabati's landing page.
- ▶ Updating Oman Airports website along with our official social media platforms if there are any updates related to public, as needed.
- ▶ A hotline phone number has been established for staff only to address any query related to work.
- ▶ Oman Airports established a strategy that aims for spreading the word and ensuring quality media coverage of all events, thus raising awareness of customers and society around the outbreak and communicating up-to-date preventive measures and future plans.
- ▶ Embarking on organizational effort and a cost reduction approach Oman Airports develops a device (drilling rig) with special specs to install runway lighting at Muscat International Airport
- ▶ As response to trends of reducing the operational expenses of government companies, remarkable efforts were taken by the maintenance team to reduce operational costs across airport terminals and in using the hours of low volume of air traffic to keep the runways in a safe condition for aircraft use.
- ▶ During the shutdown, Oman Airports has shut down electromechanical systems and airport systems in parts of Passengers Terminal Building facilities, traffic concourse, staff amenities, car wash facilities and apron area completely, resulting in approximately 30% saving in utility cost.
- ▶ Critical backups were also taken for PHCMS, CPCMS, IPHCMS and PMS servers related to water, power supply and chilled water systems, in addition to rubber removal on runway area.
- ▶ While airports of Oman remained closed, the maintenance team carried out several preventive maintenance and renovation work including all the critical systems.
- ▶ Projects works and Asset Data Management Program moved forward with projects for the construction to expand existing facilities.





Financial

Annual General Assembly

- ▶ The Annual General Assembly (AGA) held its annual meeting at Oman Aviation Group in the presence of the members of the Board of Directors of Oman Airports and all the company's shareholders. The meeting has a strategic dimension that reflects the role of Oman Airports as an active contributor to the aviation sector. During the meeting, Oman Airports' financial

statements for the fiscal year ended December 31st, 2019 were examined and meeting members heard the external auditors' report on the activities of the company and approved the balance sheet and profit and loss statement. On this occasion, the chairman, board members and executive management extend their sincere gratitude to all employees at Oman Airports for their efforts in upgrading Oman Airports to the ranks of major airport management companies. In addition, all employees were invited to continue their efforts amidst the crisis the world is currently undergoing and to conquer its challenges with the minimum percentage of losses for the year 2020



Customer Experience

NPS: Net Promoter Score

- ▶ Call center available 24/7 to answer any public queries regarding flight status. The department has set a KPI for 80% of calls to be answered in 30 seconds and the service level achieved was 95.7%.
- ▶ Muscat International Airport shortlisted for Skytrax Award 2020, as we begin to deliver news and updates on the best practices of the airports we operate, having received many accolades and a growing recognition at the international level of our customer service and facilities,
- ▶ International accreditation of Best Customer Service by Size certificate received from Airport Council International (ACI) by Muscat International Airport and Salalah Airport





Awards

Salalah Airport:

- ▶ Best Environment and Ambience by Size (under 2 million passengers per year in the Middle East)
- ▶ Best Customer Service by Size (under 2 million passengers per year in the Middle East)
- ▶ Best Infrastructure and Facilitation by Size (under 2 million passengers per year in the Middle East)
- ▶ Salalah Airport won "the eighth place in the world" in the airport category for under 2 million passengers in its first participation in the passenger satisfaction assessment and within 71 airports worldwide.
- ▶ Salalah Airport is the first five-star ranking regional airport in the Middle East

Muscat International Airport:

- ▶ Muscat International Airport shortlisted for Skytrax Award 2020
- ▶ Ranked 7th place worldwide in the 2019 Airport Council International (ACI) Best Airport Awards recognizing airports in the '15-25 million passengers' category.
- ▶ Most Improved Airport in the Middle East.
- ▶ It also secured a spot at the Green Airports Recognition Trophy, as Muscat International Airport is set to receive a Gold Trophy in the category for airport size between 15 to 35 million passengers per annum.

Learning & Development Center:

- ▶ IATA Premier Circle award for the Year 2020 for its excellence and significance contribution to the development of the next generation of professionals.





Achievements & Partnerships

- ▶ New milestones: Agreements with ACL and NRAA
- ▶ Oman Airports' latest International Involvement: #Connect2020; aiming to strengthen ties with International airlines and create new opportunities for investment in Oman, Oman Airports was pleased to participate in the 17th edition of European Aviation Forum Connect2020 Route Development conference in Antalya, Turkey.



Corporate Social Responsibility

- ▶ Sponsoring Al Mouj Muscat Marathon and Sailing Arabia Tour; Moving forward with supporting our community and CSR program in promoting health and sport as a lifestyle,





Aimen Ahmed Al Hosni
CEO, Oman Airports

I'm pleased to present the financial results for the year 2020 – a year of uncertainty and chaos during which the world had awoken to the reality of a pandemic that resulted in disruption on various sectors in the entire world. For the Sultanate, the year 2020 embodied a “transitory period” in the history of humanity that was unpredictable and inescapable even by the world's most powerful strategic minds. This is a phase that has undoubtedly inspired us to reconsider our priorities and motivated to take a leadership position at the forefront of the global aviation industry.

Following the global outbreak of COVID-19, the financial year 2020 brought tremendous challenges on life's various aspects. Every major industry, including the aviation, focused on developing fast-paced solutions to prove operational resilience and ensure business continuity. Despite the rapid actions taken, the pandemic was capable of inflicting its negative impacts on the sector worldwide. The subsequent imposition of travel restrictions and suspension of international air traffic across all airports of the Sultanate resulted in a sharp drop in traveler numbers. The total number of passengers traveling in and out of our airports during 2020 reached 4.5 million, compared to 17.7 million in 2019, while the total number of flights reached 39,293 compared to 133,398 in 2019.

Certainly, this lingering economic tension is like no other, and so our efforts at Oman Airports were primarily dedicated to, survival, continuity and growth. We succeeded in planning for the reality of resuming operations at our airport with the support of our employees, while also supporting the Sultanate's decisions and laws by

adhering to the preventive measures and putting health and safety of our travelers, employees and stakeholders at the forefront of our priorities.

During such times of turmoil, Oman Airports adhered to its responsibility to establish a philosophy of promptness in dealing with the unfolding crisis, either with direct or indirect repercussions. With that being said, HSE campaigns were extensively rolled out within our airports to raise the awareness about COVID-19, in addition to implementing safety standards across the Sultanate's airports and creating safe work from home and return to work protocols.

With the resumption of operations at Oman Airports in Q4, we began to reap the rewards of the efforts we have exerted during the pandemic – we were back on the main news bulletins, on TV and the front pages of national newspapers and social media platforms with Muscat International Airport earning an airport health accreditation certificate from the Airports Council International (ACI) Asia-Pacific as the first airport in the Middle East to secure the international certificate that was approved by the ACI to ensure health standards in airports throughout the world. The recognition came as a result of the planning and implementing the highest international standards of airport health and safety measures since the start of the COVID-19 pandemic.

Moreover, 2020 saw Duqm Airport earn the ACI Airport Carbon Accreditation Certificate – level 1 (Mapping), which demonstrates our commitment to industry best practices as we continue to dedicate all our resources to ensure that the entirety of operations leave the smallest possible impact on climate change.

Additionally, Oman Airports has earned 5-Star Airport Rating in the 2020 International Safety Awards for the best health and safety practices organized by the British Safety Council – another remarkable achievement reflecting our commitment to ensuring workers and workplace health, safety and wellbeing.

Indeed, Oman Airports has always been a major player in the Sultanate's economy, serving as an inspiring story about the value of dedication and hard work. Despite the disruption of air traffic during 2020, we remained committed to delivering the best customer experience, thanks to people's trust and the dedication of the company's devoted team, and last but not least: our strategic partners.

During 2020, we focused on upgrading our services, enhancing airport infrastructure, boosting quality, efficiency and operational development. At Oman Airports, our ultimate goal is to take the traveler experience to new heights, as well as to fulfill aspirations of achieving the highest global rankings in airport management and operation, as part of its active role in promoting and supporting the overall renaissance in the Sultanate.

We have marched towards achieving greater successes with every step alongside all our partners, and since the inauguration of the new terminal of Muscat International Airport, we have been witnessing honorable leaps that contributed to the national economy through the support of the civil aviation sector, in collaboration with the rest of our partners in the sector, and in accordance with the initiatives and objectives of the Sultanate's vision. Guided by God, we continue to be inspired by the insights of the new era and the wise leadership of His Majesty Sultan Haitham bin Tariq.

The past year was marked by a crisis that has forced unusual practices and methods on our lives. However, we turned the threat into an impetus for innovation and progress, building on our achievements to play a proactive role in conquering the enormous disruptions faced by the aviation sector. Since we believe that

responsibility is an integral part of our duty towards the community we operate in, we pledge to adhere to our responsibility to optimizing resilience and overall business performance as we gather momentum into 2021.

Last but not least, I would like to extend my sincere appreciation to our stakeholders, including: the Civil Aviation Authority (CAA), Ministry of Telecommunication (MoT), Ministry of Health (MoH), Internal Security Service (ISS), Royal Oman Police (ROP), Oman Air, Salam Air, Transom, Swissport, Employees, all airports staff, and all other stakeholders.

Ladies and Gentlemen, looking backward into 2020 we see a period and its circumstances which we never had considered to be possible. Most parts of the world got aligned to manage those unique challenges. Certainly, 2021 should look more promising as specific measures have been set up to cope more and more with the pandemic. In addition, the worldwide start of the vaccination shall give us most hope to return back into our former lives. Therefore, we still need to be patient to be back in this former time. At Oman Airports we are prepared any time to welcome more and more passengers.

A significant change that will be within Oman Airports up from the beginning of 2021 is that we are going to widen our range of services through taking over some activities of our former brother company Transom. We look forward to enrich and widen our Oman Airports team and range of services through very professional and dedicated aviation professionals. Welcome on board – I wish all of us a pleasant, long lasting or never ending flight.

Finally, please allow me to emphasize that at Oman Airports, we are dedicated to moving in step with the vision of Oman as we work towards building a more prosperous and sustainable future. Under the future vision of Oman 2040 and wise leadership of His Majesty Sultan Haitham bin Tariq, may God bless him, we shall continue to preserve the gains and the feats we achieved across all fields, so that Oman can continue to soar to greater heights.



OUR BOARD OF MANAGEMENT



Eng. Khamis Mohammed Mahna Al Saadi
Chairman



Qais Saud Al Zakwani
Deputy Chairman



Ayad Ali Yousif Al Balushi
Member



Muneer Ali Al Muneeri
Member



Dr. Al Fadhal Abbas Al Hinai
Member



Dr. Mohamed Ali Mohamed Al Barwani
Member



Saif Salim Bashir Al Mamari
Member



OUR LEADERSHIP TEAM



Aimen Ahmed Al Hosni
Chief Executive Officer



David Andrew Wilson
Chief Operating Officer



Stefan Jürgen Rüter
Chief Financial Officer



Samer Ahmed Al Nabhani
Chief Commercial Officer



Ali Mohammed Al Barwani
Act. Chief Information Officer



Saeed Khamis AL Zadjalli
VP - Technical Services



Abdullah Saleh Al Yafai
VP - Support Services Unit



Nagy Abu Zeid
VP - Corporate Planning

OMAN AIRPORTS CORPORATE STRATEGY

Our Strategy 2020 reflected our vision, mission, and values and how we measure and evidence our success through objectives and targets. With its geo-centric location, Oman is ideally situated to be a key player in changing the aviation landscape, having access to around two thirds of the world's population within eight hours' flight time. Building on this, the central focus of our Strategy 2020 for the years 2016–2020 was to establish and develop new Muscat Airport as a customer-friendly international hub, and to foster Salalah, Suhar and Duqm Airport as tourist and business trade destinations.



Our Purpose, Vision, Mission and Values

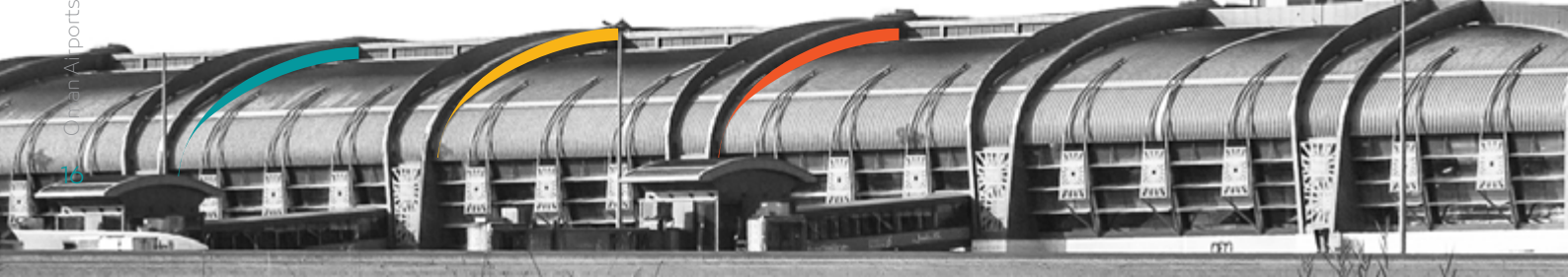


Oman Airports' purpose of **"Building Gateways to Beauty and Opportunity"**, reflects our pride in the position and standing of our airports within Oman and the gulf. Our airports provide gateways to, from and within Oman. Through our gateways we welcome people to experience the beauty and wealth of opportunities that Oman offers and proudly share the heritage and culture of Oman with the world.

Our vision is to be **amongst the Top 20 airports** of the world by 2020. We are very clear about where we want to go and we have set our sights high. With new state of the art infrastructure in Muscat, Salalah, Duqm and Suhar, and with the passion and commitment of our teams and partners we are striving to be recognised as one of the best in the business through the experience we offer and the value we deliver.



Our mission is **"Together, to excellently manage and develop the gateways of Oman and beyond"**. To be amongst the best in the world, we need to deliver excellent service while taking every opportunity to develop and grow, to deliver value to our shareholders and to society. We recognize that our strength lies in our partnerships with our stakeholders and our community and we work hard to develop and nurture these relationships.



Our Values are the foundation of Strategy2020 and guide how we choose to behave. We chose to be **committed** to our customers; to deliver excellence; to build trust and **respect**; to work together as a **team**; and to create **opportunities**.



➤ Aligning our Business Model to our Strategy

Strategy2020 heralds a shift for Oman Airports from an Airport Operator & landlord towards an airport city model, in which our airports and their infrastructures become an integral part of a thriving economic community. This shift was accompanied by a growth in organizational maturity from being technically proficient and operational excellent to meet users' needs, towards being commercially driven and seeking diversification to meet customers' and shareholders' needs.

Airport Operations: With new airport facilities and infrastructures in all locations, Oman Airports' continued to focus on delivering operational excellence, based on the needs and expectations of customers – passengers and airlines. This included establishing and maintaining a sound understanding of what customers' want (maintaining the basics),

while forward planning to stay ahead of the industry through digitalization and innovation.

Airport Commercial: Increasing the value of Oman Airports is a clear priority and achieving growth in passengers, connectivity, cargo volume and aero and non-aeronautical revenues are key activities to achieving this. The introduction of a new Customer Experience function within our structure created a stronger focus on establishing B2C relationships that are mutually beneficial, along with a great attention to B2B relationship management.

External Opportunities: With an eye set on growth and delivering value for airports, we focused on exploring external opportunities to increase and diversify revenue. This meant expanding our airport operations and management portfolio into other airports, in Oman and elsewhere.

➤ Driving Transformation through Strategy 2020



The strategic planning framework of Strategy2020 is embodied in six strategic business drivers. Our drivers work together to ensure our strategy is in everything we do. Our strategic business drivers are People & Culture, Customer Experience, Health, safety and Environment, Profitability, Operational Excellence and Brand and reputation.





7

Airports



4.5m

Passengers | 2020

-74.5% growth to 2019



39.3k

Movements | 2020

-70.5% growth to 2019



97.3%

Omani employees



78

Destinations



97.4 K

Cargo tonnage | 2020

-59.7% growth to 2019



1,251

No. of employees



36

Airline Partners

الطيران العماني
OMAN AIR

SalāmAir

QATAR
AIRWAYS
الخطوط

AirArabia
العربية للطيران

AIR-INDIA
express

Our largest customers



MUSCAT INT'L AIRPORT

Coinciding with the Sultanate's celebrations of the 48th Glorious National Day, the new Muscat International Airport was officially opened in November 2018. The new Airport was operational from March 2018. It is unique in terms of size, appearance, organisation and facilities. The new Airport is one of the most important achievements witnessed by the Sultanate during the blessed Renaissance march under the wise leadership of His Majesty Sultan Qaboos bin Said and represents the Sultanate's wider opening to the world. The Airport has an annual capacity of 20 million passengers in first stage expandable to 56 million passengers annually in latter stages; thanks to the resources allocated which made it very important for the growth of tourism, economy and investment activities in the Sultanate. The Airport has a passenger terminal, a 4 km runway, a 103-metre air observation tower, an air cargo terminal, and a catering terminal, as well as an aircraft maintenance building and other airport terminals.

Muscat International Airport has been designed as per international standards and as per the highest service levels as the ideal Airport as per the classification approved by International Air Transport Association (IATA). The total area of the terminal is about 580,000 square metres, including building services, car parking and annex buildings with an area of 37,000 square metres. The building includes 118 booths to complete the travelling procedures and 82 desks of Immigration and Passports by Royal Oman Police. The retail outlets are distributed on the air and land sides of the building on about 12,000 square meters. It has two gates for big aircraft, such as Airbus 380 and Boeing 747. The gates are connected to bridges to transport passengers to and from the aircraft. The building contains 10 belts line for baggage handling, 8 for the international flights and 2 for domestic flights with a capacity

of 5,200 bags per hour and with a length of 11.2 km. The building includes lounges for VIP, first and business class, offices for airlines and rent-a-car offices, in addition to offices for tourism information and assorted services. The building also accommodates a four-star hotel with 90 rooms, swimming pools, and food lounges. The design has a space for adding 90 more rooms in the future. In addition to that, there are 29 gates linked to 40 bridge to transport passengers to and from the aircraft, and 16 ground gates to transport passengers by bus. It has 59 parking lots for aircraft.

Muscat International Airport has the air cargo building over 32,000 square meters with a capacity of 350,000 tonnes per annum that will be increased to 500,000 tonnes. It has a building for handling goods that ensure smooth handling of goods containers. Muscat International Airport has 47,22 car parks including 2,054 shaded parks that are connected to shaded aisles to connect the parks to passenger terminals. It has also areas for buses waiting, in addition to buildings for the services and facilities. The overall architecture of the new building combines traditional architecture with a modern appearance, reflecting the Sultanate's approach to preserving its heritage, while looking forward to the future. The new Airport has adopted a progressive level of automation and digitalisation, the baggage handling system at the new airport is fully automated. There are also a number of self-service check-in kiosks installed near the check-in counters.

The testing and commissioning of the Airport were done according to the best international standards, as the public was engaged and familiarised with the building, its facilities, and of course, the safety features and procedures. The security at the new terminal is of the highest standard, with state-of-the-art facilities. The Airport currently has 34 partnerships with different airlines, allowing it to connect the capital city of Oman with 95 cities worldwide.

SALALAH AIRPORT

Salalah Airport is the Sultanate of Oman's second international airport after Muscat International Airport. It is located on the Salalah coastal plain in the Dhofar Governorate, 5.5 kilometres northeast of Salalah's city centre. It is one of the most promising destinations, given that its excellence geographic position and the tourism growth it usually witnesses especially during Khareef season. The new airport started operations in June 2015 with capacity of about two million passengers a year. It has a cargo terminal building with a capacity of 100,000 tonnes per year. The new airport has been marked as having more extraordinary facilities than the old airport including Duty Free Service, food counters and an Oman Air Lounge in the new terminal. The airport has a rating from passengers that it is providing an effective lounge and Duty-Free services. The new airport has four aerobridges with an air conditioning facility. The new terminal is helping to boost not only the city's tourism but also the local and international passenger movement. There is the potential to increase the passenger capacity to 4 million passenger per annum. The Airport handles 57 flights per week connecting Salalah city to domestic and international destinations.

SUHAR AIRPORT

Suhar Airport, approximately 10km northwest of Suhar, which mean that passengers can avoid the two-hour long drive from/ to Muscat. The airport functions as a new gateway for passenger, cargo and courier traffic in northern Oman, and a domestic and emergency alternative to Muscat International Airport. It adds to an up-to-the-minute multimodal transport network that will stimulate additional economic growth in the Sultanate. The Airport commenced operations on 9 July, 2017. It has four check in counters, 4 emigration desks and 5 immigration desks. The Air Traffic Control tower stands at 12 sq m and the runway is built to accommodate the world's largest aircraft at a length of 4001m and width of 75m.

DUQM AIRPORT

Duqm Airport is located in the Al Wusta Region of Oman, 19 kilometres south of Al Duqm town. The passenger terminal in Duqm was opened on 17 September, 2018. The new airport features a new passenger terminal, an air cargo terminal, an air control tower and other components, including a well-developed road network and a logistics zone to service both the airport and the port, which will contain logistics services related to aviation and port activities, car hire, tanker services, marine shipping offices, warehouses and industrial and real estate services. The total area of the new passenger terminal is approx. 9,468 square metres, with the capacity of the airport expected to be around 500,000 passengers per annum. The cargo terminal has been designed to accommodate 25,000 tonnes of goods annually, and with a runway that is four kilometres long, Duqm airport has the ability to operate internationally. The 8-storey building includes a 37-metre-high air traffic control (ATC) tower and offices for air observers. The new passenger terminal has 8 baggage check systems, and 5 offices for rental car and hotel companies, in addition to air carriers' offices and a VIP lounge. With Duqm's new airport now open, projects at the heart of Oman's future economic powerhouse are all set to speed up, further driving the Sultanate's economic expansion. It will enable the economy of Duqm in terms of integrating the airport with the associated infrastructure in Duqm such as ports, dry dock and new upcoming projects such as the refinery and petrochemical projects, and enabling the tourism sector with the coastal areas of Duqm.





Covid-19





OPERATIONS READINESS & REOPERATION & COVID-19 TESTING



Mid-March

Airport was closed to all coordinated international passenger traffic and staff requested to work from home to prevent the spread of Covid-19. Operational rosters were adjusted to account for operational requirements and contingencies.



April

Operations developed a start-up action list to track overall readiness of all stakeholders for the resumption of operations. This included 55 different stakeholder groups and a total of 775 readiness check-points to be completed for the return to operations. A working group was established to jointly manage the start-up readiness of all stakeholders.



End-March

North Pier closed to adjust to reduced traffic demand.



April

In preparation of the re-start of passenger operations from the PTB, all facilities were equipped with all required preventive measures to contain the spread of Covid-19. In close coordination with CAA and MoH, Oman Airports installed over 15,000 social distancing signs, hand sanitizers, 275 protective screens, 17 thermal cameras, trolley sanitization tunnels, etc.



End-March

Preparation of operations of Khasab flights from the Crew Reporting Building (CRB) and PTB closed for all passenger movements. A series of trials were conducted, concept of operations documented and the certification of the facility completed to commence operations on 31st March with the first Khasab flight from the CRB.



May

CATFOR (Civil Aviation Taskforce for Operations Recovery) was established by CAA and attended by all key stakeholders. Together with CAA and MoH, Oman Airports Operations supported the development of civil aviation guidelines, including passenger travel guidelines, HSE protocols, quarantine guidelines etc.



June

In coordination with the relevant authorities, Oman Airports developed and launched the Covid-19 retail guidelines to be used as a standard reference for all commercial outlets at the airport.

Oman Airports, MoH have worked closely with CAA in producing COVID-19 Aviation Health Safety Protocol which was released by CAA to all aviation companies.



June – September

CAA & MoH have approved the operation of some repatriation flights during the airport closure where Oman Airports have accommodated the flights ensured passengers are following the Health Protocol issued by CAA.



July-August

Oman Airports in partnership with MoH floated a tender to facilitate PCR testing at the airports and land borders. The contract was awarded in August to Supply International and BGI. eMushrif partnered with Oman Airports and MoH for the provision of the tracking wristbands for the quarantine enforcement.



September

The PCR sample collection facility was set up in the International Baggage Reclaim Hall with 29 sample collection booths and 18 counters for the fitting of the tracking wristbands. 16 Registration counters were set up prior to Immigration. 4 AirLab units were set up on the airport premises in Muscat, allowing for daily processing of up to 6,000 daily samples. A series of trials were conducted with several hundred volunteers who helped to simulate the entire process from registration, through sample collection and wristband fitting, to lab analysis and test results communication.



September

Re-start of schedule passenger flight operations, supported by PCR test facility. The Airport Emergency Operations Center was established for first 72 hours of start-up operations, to ensure that staff, facilities, systems and processes are all working as intended.



October-December

Ongoing operation of the PCR test facilities in Muscat and Salalah. Daily processing capacity has increased from around 2,000 per day to 4,000 daily tests and is expected to further increase. Expansion plans to increase processing capacity have been developed and will be implemented once required.



COVID-19 IMPACT ON OUR PERFORMANCE

Oman Airports is a state-owned company operating the Sultanate's 7 civil airports, welcoming passengers from 78 destinations carried by more than 36 airline partners from across the world, and brings together about 1,251 employees, with an Omanization rate of 97.3%. Oman Airports is committed to the long-term development of the airports it operates and to ensure that they play their role as a key economic driver in Oman Vision 2040.

In 2020, COVID-19 represented a seismic challenge for the aviation industry, including Oman Airports, with a significant impact on our overall performance, affecting passenger traffic, air cargo demand, airport workforce and incoming revenues. As a result, traffic fell to 4.5 million in 2020, which

is 74.5% down on our 2019 results to reflect the impact of the lockdown. Movements declined by 70.5% versus 2019 to 39.3 thousand, while cargo tonnage declined 59.7% to 59.7 thousand tonnes compared to 2019. As we continue to take steps to recover from the effect of the pandemic, we remain hopeful that next year will fuel more recovery hope as the long-anticipated COVID-19 vaccine started to roll out around the world. Our focus remains on protecting people's safety, maintaining our service levels, and the financial resilience of our airports, by preserving our cash position and reducing costs.

At the operational level, the performance data of our regional airports shows a decline across all performance indicators, which can be summarized as follows:



► Muscat International Airport

- In 2020, Muscat International Airport handled just over 4 million passengers, which is 74.7% fewer passengers than in 2019.
- 37.6K aircrafts took off and landed at Muscat International Airport, with the volume of passenger flights dropping -70.6% from the previous year.
- The total volume of cargo handled at Muscat Airport dropped by 60% to 96,186 tonnes versus 240,285 tonnes in 2019.



► Salalah Airport

- Salalah Airport handled 386K passengers in 2020 – a 71.5% reduction on the previous year.
- The number of aircraft movements in 2020 was around 3.4K take-offs and landings. Compared to 2019, this is a decrease of -71.5% per cent.
- Approximately 1,278 tonnes of air freight were transported through the airport in 2020. Compared to 2019, freight traffic has declined by around 19%.





◆ Suhar & Duqm Airports

- ◆ The pandemic and ongoing government restrictions on travel resulted in a further drop in passenger traffic compared to 2019 at both Suhar and Duqm airports.
- ◆ Passenger traffic dropped by 78.5% and 57.5% respectively at Suhar and Duqm airports when compared to the same period in 2019.
- ◆ In general, Oman Airports saw its operational performance, flight, passenger, and cargo traffic decline in 2020, reflecting the impact of the COVID-19 pandemic on the aviation industry.



HSE & COVID-19

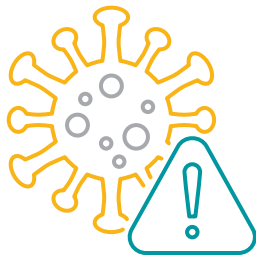
- ▶ Health, safety and environment are core priorities for Oman Airports. From that point forward, we are determined to continue to fulfil the commitment to serve our country by establishing a solid foundation for growth and prosperity in the wake of COVID-19, while reflecting the company's commitment to continuous improvement of health and safety systems, in accordance with the best current practices and using the latest technologies available in all airports operated by the Oman Airports. To fulfill of this goal, the HSE department's efforts were focused on establishing a roadmap to determine the right course of action, with the aim of developing the company's operations and reinforcing its values.
- ▶ Oman Airports was able to take a proactive approach to the pandemic, by quickly implementing an inclusive outbreak management plan and adapting work practices.
- ▶ In coordination with all our strategic partners, the HSE department followed up with Oman's Supreme Committee for Dealing with COVID-19, and the directives issued by the Public Authority for Civil Aviation.
- ▶ Moreover, HSE campaigns were extensively rolled out within our airports to raise the awareness on COVID-19, other precautionary and preventive measures were put forth to ensure the safety of our employees and airport personnel, ensuring that strict safeguards are in place to guarantee implementing the necessary procedures and that the highest safety standards are applied to protect all employees, passengers, and airport users.
- ▶ Covid-19 testing stations are set up at Muscat International Airport, Salalah Airport, Suhar Airport and Duqm Airport. In addition, Oman Airports stated that drive-through PCR testing facilities have been installed at





Muscat International Airport and Salalah Airport to facilitate sample collection at a very competitive price.

- ▶ Moreover, Oman Airports ensured observance of preventive measures and health controls, including mandatory wearing of masks in public, installing thermal cameras to identify persons with elevated body temperature, setting up hand sanitizing and handwashing stations and applying social distancing within the terminals.
- ▶ According to the requirements set by the Ministry of Health, the Civil Aviation Authority and Oman's Supreme Committee for Dealing with COVID-19, travelers arriving in Oman were obliged undergo laboratory testing and link results to Tarassud+ mobile application.
- ▶ Over the past year, we succeeded in achieving distinguished international rankings, with Muscat International Airports and Salalah receiving official certifications from the International Airports Council for the best traveler experience. Muscat International Airport was the first airport in the Middle East to achieve a global airport health accreditation certificate by the Airports Council International (ACI) Asia-Pacific, based on a program designed to assist airports by assessing new health measures and procedures introduced as a result of the COVID-19 pandemic. Additionally, Duqm Airport achieved 'Level 1' Certification in Airport Carbon Accreditation Program following its first stride towards reducing its carbon footprint and becoming environmentally sustainable, in addition to a number of nominations and awards nabbed by our airports for best ambience, best infrastructure and facilities, best customer service, best airport operator and best environment-friendly airports. Muscat International Airport was again among the list of Skytrax International Award nominees.
- ▶ Other initiatives that contributed to the health, safety and environment across the Sultanate gateways were as follows:
- ▶ All Airports were closed to all coordinated international passenger traffic and staff requested to work from home to prevent the spread of COVID-19. Operational rosters were adjusted to account for operational requirements and contingencies.
- ▶ Operations developed a start-up action list to track overall readiness of all stakeholders for the resumption of operations. This included 55 different stakeholder groups and a total of 775 readiness check-points to be completed for the return to operations. A working group was established to jointly manage the start-up readiness of all stakeholders.
- ▶ In preparation of the re-start of passenger operations from the PTB, all facilities were equipped with all required preventive measures to contain the spread of COVID-19. In close coordination with CAA and MoH, Oman Airports installed over 15,000 social distancing signs, hand sanitizers, 275 protective screens, 17 thermal cameras, trolley sanitization tunnels, etc.
- ▶ CATFOR (Civil Aviation Taskforce for Operations Recovery) was established by

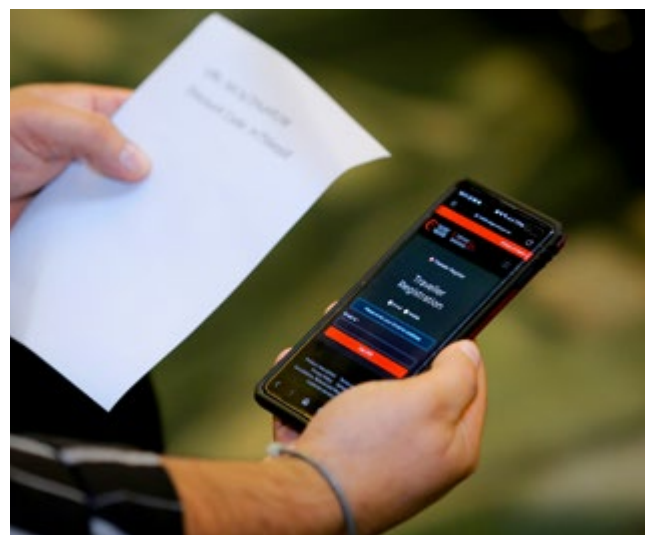


CAA and attended by all key stakeholders. Together with CAA and MoH, Oman Airports Operations supported the development of civil aviation guidelines, including passenger travel guidelines, HSE protocols, quarantine guidelines etc.

- ▶ In coordination with the relevant authorities, Oman Airports developed and launched the COVID-19 retail guidelines to be used as a standard reference for all commercial outlets at the airport.
- ▶ Oman Airports, MoH have worked closely with CAA in producing COVID-19 Aviation Health Safety Protocol which was released by CAA to all aviation companies.
- ▶ CAA & MoH have approved the operation of some repatriation flights during the airport closure where Oman Airports have accommodated the flights ensured passengers are following the Health Protocol issued by CAA.
- ▶ In partnership with MoH, Oman Airports floated a tender to facilitate PCR testing at the airports and land borders. The contract

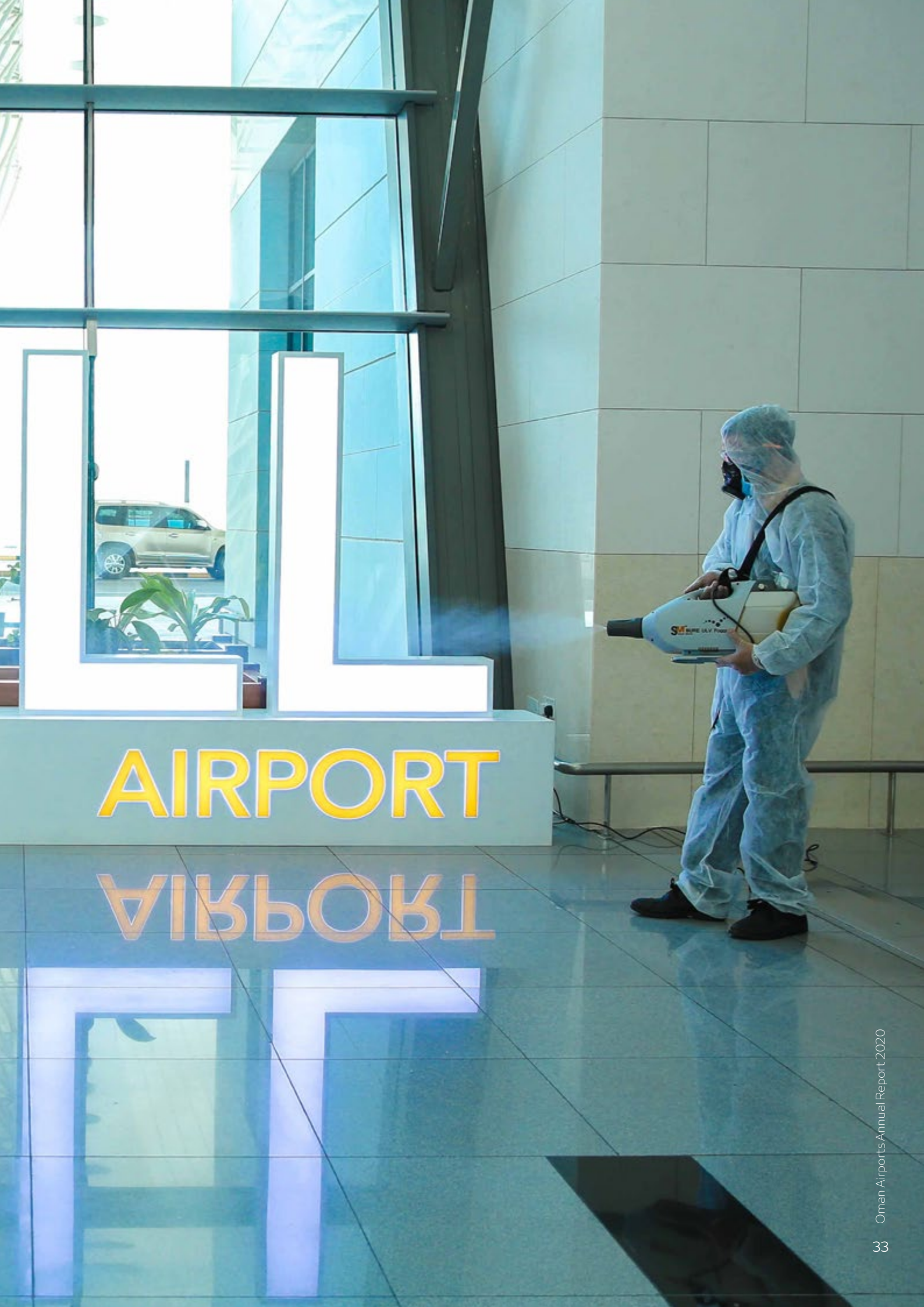
was awarded in August to supply International and BGI.

- ▶ eMushrif partnered with Oman Airports and MoH for the provision of the tracking wristbands for the quarantine enforcement.
- ▶ The PCR sample collection facility was set up in the International Baggage Reclaim Hall with 29 sample collection booths and 18 counters for the fitting of the tracking wristbands.
- ▶ 16 Registration counters were set up prior to Immigration. 4 AirLab units were set up on the airport premises in Muscat, allowing for daily processing of up to 6,000 daily samples.
- ▶ A series of trials were conducted with several hundred volunteers who helped to simulate the entire process from registration, through sample collection and wristband fitting, to lab analysis and test results communication.
- ▶ Re-start of schedule passenger flight operations, supported by PCR test facility. The Airport Emergency Operations Center was established for first 72 hours of start-up operations, to ensure that staff, facilities, systems and processes are all working as intended.
- ▶ Ongoing operation of the PCR test facilities in Muscat and Salalah. Daily processing capacity has increased from around 2,000 per day to 4,000 daily tests and is expected to further increase. Expansion plans to increase processing capacity have been developed and will be implemented once required.













As air traffic operations were resumed amid the ongoing pandemic, our focus was to reshuffle our priorities for 2020. Indeed, as organizations grappled with shifts in work trends driven by the response to the pandemic, Oman Airports was geared towards architecting a safe return-to-work strategy, while keeping the health, safety, and wellbeing of our employees at the forefront of its priorities. During 2020, the implications for the Human Resources Department at Oman Airports were broad and substantial – they involved imperatives such as the need to maintain the safety of all employees and airport personnel

given that airports are potentially dangerous places for contracting the virus. Accordingly, the Human Resources Department demonstrated a high level of agility by rolling out a return-to-work protocol with guidelines to encourage social distancing practices in the workplace, besides putting forth travel procedures amidst the coronavirus pandemic, to protect our workforce and raise awareness and understanding in terms of methods of prevention. During 2020, Oman Airports' Human Resources Department focused on the following priorities to successfully navigate the post-pandemic work environment:

1. Predicting what the future of work will look like and establishing a work plan to minimize the workforce on site by following all preventive and precautionary measures to prevent the spread of COVID-19 among workers in addition to opting for remote working models.
2. Creating 'Employees Guidelines for COVID-19 Prevention' booklet.
3. Launching the "Stay Healthy" initiative, which focuses on employee health and wellbeing during the difficult times of 2020.
4. Activating several platforms to communicate with employees
5. Launching a 24/7 ER hotline to respond to all types of concerns and to report COVID-positive cases. Moreover, a clear procedure on what employees should do should they experience symptoms or coming into close contact with a coronavirus case has been communicated to all line managers and employees.
6. HR and HSE conducted regular visits to offices/workplace to ensure employees are complying with health and safety guidelines.
7. Launching "Soldiers of the Quarter" in recognition of employees with demonstrated commitment and dedication during the pandemic.



THANK YOU

As Oman Airports wraps up a rough year, a heartfelt 'thank you' must be conveyed to all our stakeholders for their commitment and support throughout the years. The year 2020 in particular was like no other – particularly for the aviation industry, filled with unprecedented challenges due to the global pandemic, which modelled an opportunity for us to assess the progress we have made over the past years, to build on the achieved results and to prepare for a brighter future.

To that end, we would like to express our sincere gratitude to our valued stakeholders. Through collaborative efforts, we succeeded in mitigating the drastic repercussions the coronavirus pandemic has had on the air transport industry during 2020.

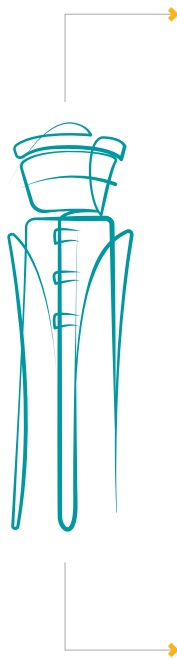
Thank you for being part of our quest to raise the quest to achieve a healthy and safe travel experience at our Airports, as well as to fulfill aspirations of achieving the highest global rankings in airport management and operation, as

part of our active role in promoting and supporting the overall renaissance in the Sultanate. This success would not have been attainable without your unwavering efforts across various fields and disciplines with our stakeholders, including the Civil Aviation Authority (CAA), Ministry of Transportation (MoT), Ministry of Health (MoH), Internal Security Service (ISS), Royal Oman Police (ROP), Oman Air, Salam Air, Transom, Swissport, Employees, all airports staff, and all other stakeholders.

Thank you for your adherence to new protocols and for your ongoing understanding and support – the main challenge in coming period is to focus our work and intensify our efforts to establish meaningful and constructive to achieve and maintain the highest level of productivity, quality and performance. Together, we remain determined to continue to serve our country by establishing a solid foundation of growth and prosperity for Oman's aviation sector for years to come.



Muscat International Airport



On Time Performance
(Departure within 15 min SDT)



MCT
82.6%

Availability of Critical Airport Infrastructure during peak times

Stands
98.2%

Gates
95.7%

Salalah Airport



On Time Performance
(Departure within 15 min SDT)



MCT
84.1%

Availability of Critical Airport Infrastructure during peak times

Stands
96.2%

Gates
93.5%

PAX & ATM & CARGO

Unit: Passengers

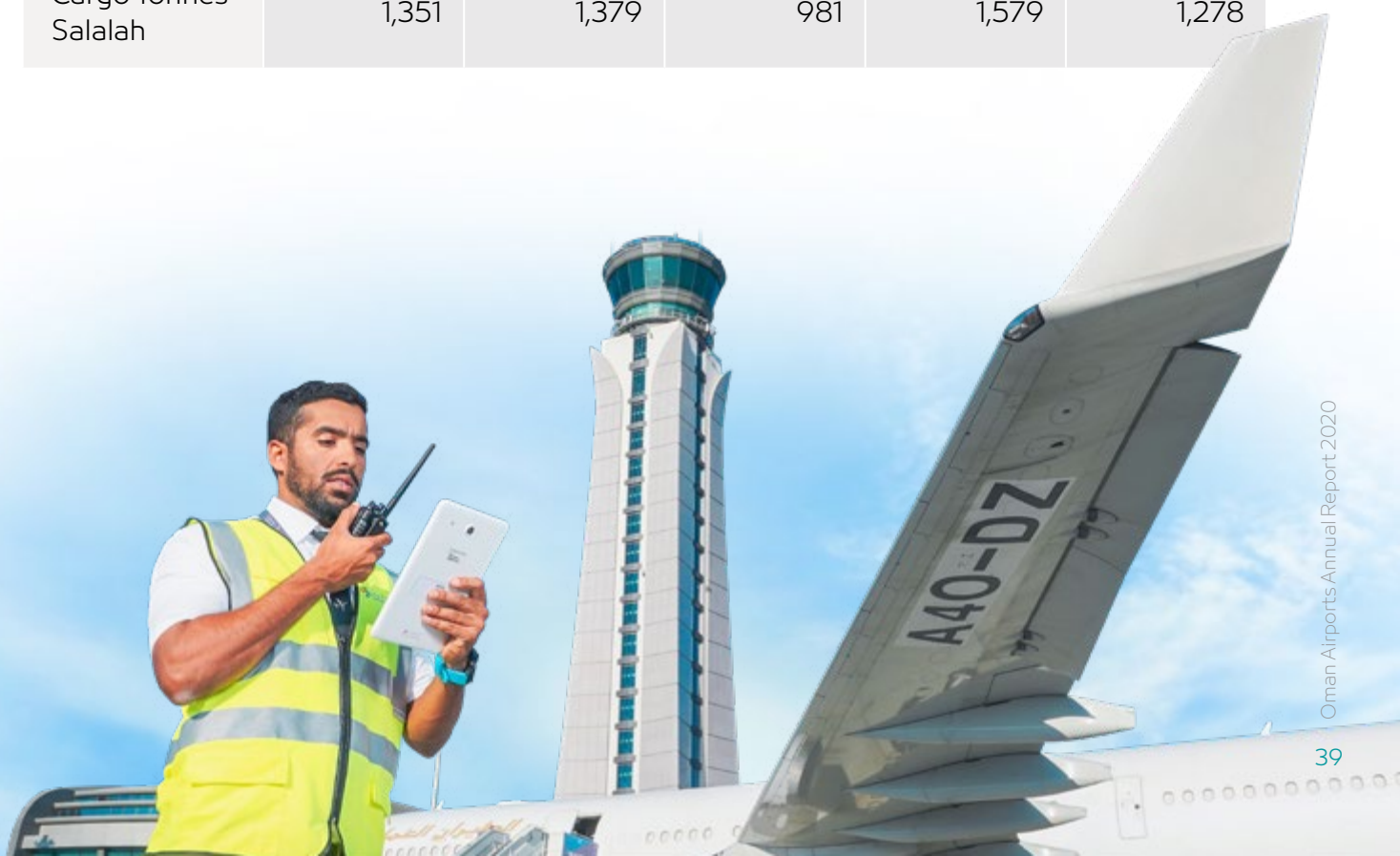
	2016	2017	2018	2019	2020
PAX Muscat	12,032,301	14,065,334	15,411,881	15,989,921	4,044,998
PAX Salalah	1,198,846	1,485,635	1,386,994	1,358,845	386,642
PAX Duqm	24,429	34,347	57,681	65,582	27,924
PAX Sohar	197	112,911	336,245	320,523	68,866

Unit: Flights

ATM Muscat	103,434	114,686	118,846	117,964	34,686
ATM Salalah	10,313	14,371	12,656	12,055	3,434
ATM Duqm	408	512	958	817	706
ATM Sohar	52	928	2,716	2,450	550

Unit: Tonnes

Cargo Tonnes Muscat	162,015	200,563	215,342	240,285	96,186
Cargo Tonnes Salalah	1,351	1,379	981	1,579	1,278





2021: A YEAR OF RESILIENCE AND RECOVERY

Beyond the longed-for coronavirus recovery this year, Oman Airport is seeking to retroactively invest in agility and push the frontiers of innovation, as well as to push limits of resilience to conquer challenges that await the aviation sector.

Oman Airports' Strategic Drivers set the tone for turning our vision into reality. To that end, our new Strategy 2025 entails four Strategic Business Driver— each driver is focused on a specific area of our business and provides guidance and expertise as to how to successfully achieve our strategic objectives over the coming 5 years.

Our Business Drivers will also support us in adopting the right leadership behaviors, success measures and actions we need to undertake to

provide and exceptional travel experience while generating sustainable value within the aviation sector in Oman.

We are also driven by the ultimate goal to contribute towards national growth to meet Oman's ambitious Vision 2040 that seeks to catapult Oman into the ranks of the world's most developed nations within the coming 20 years. Our timeless purpose statement remains to "Build and develop our Gateways to Beauty and Opportunity." Our vision is to "Create an exceptional travel experience with lasting memories" and our Mission is to "Enable global and national connectivity while being a key contributor to growth."



People Well-being

People Well-being is committed to providing our employees a culture that proactively encourages equal access to learning, personal growth, creativity and innovation with a sense of happiness, empathy, respect and opportunities.



Operational Excellence

Operational Excellence focuses on exploring leading-edge solutions that will set new standards within the industry. We recognize, prioritize and address the end-to-end customer experience journey while continuously optimizing our processes.



Business Transformation

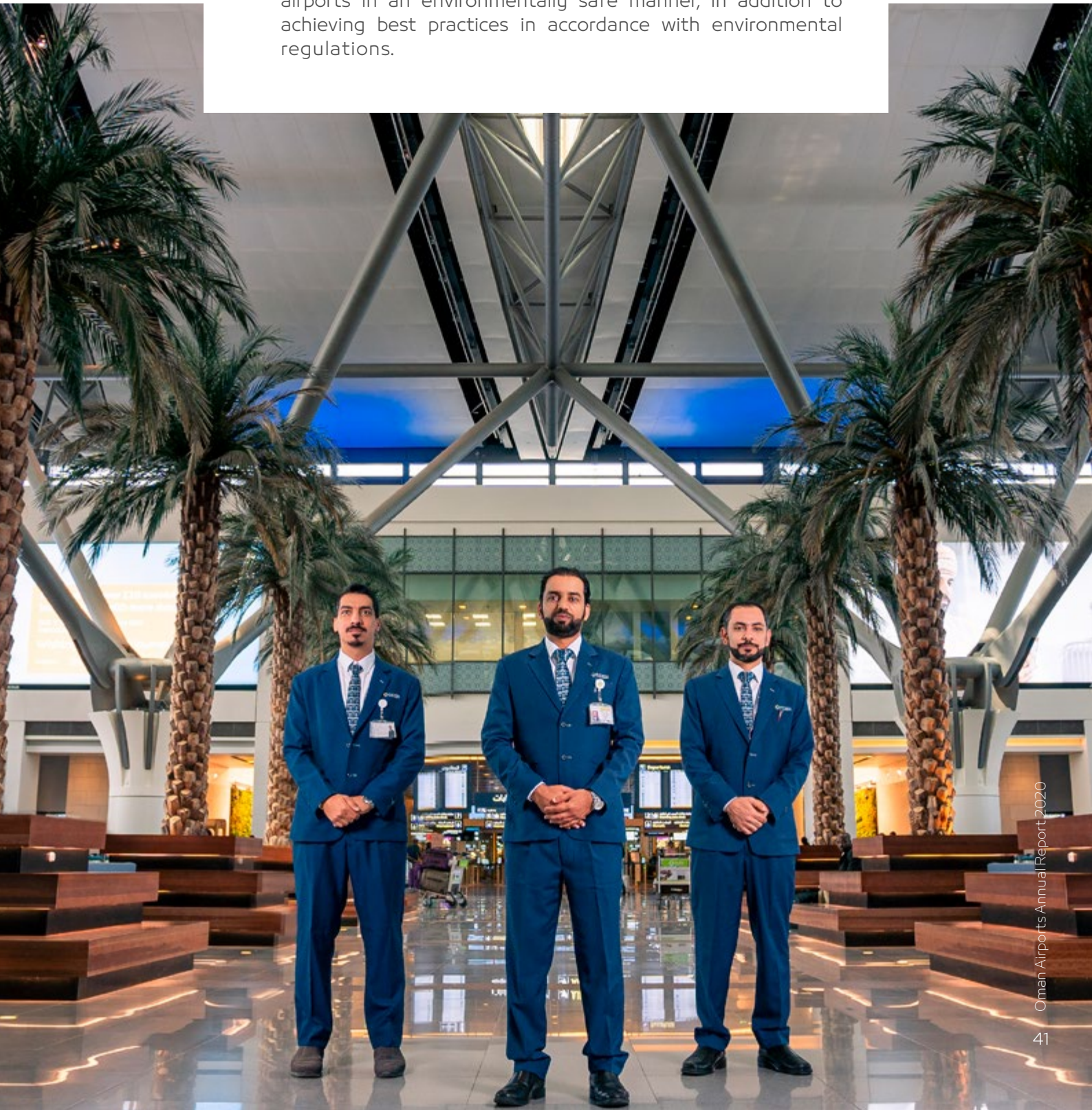
Business Transformation will enable us to reshape Oman Airports' financial sustainability by transforming our core business while diversifying our revenue streams.



Environmental Sustainability

Environmental Sustainability leverages Oman's ongoing commitment to become a golden jubilee in terms of protecting our environment and preserving our natural resources.

- ▶ Oman Airports is committed to adopting the best practices in Energy Management i.e. supplying, while conserving and ascertaining safe and clean energy as per operational requirements and international standards. We have therefore adopted Oman Airports Energy Management Policy to emphasize our responsibility to provide energy and achieve excellence in its management and in line with Oman Vision 2040.
- ▶ Moreover, Oman Airports adopted the integrated environmental management and energy management systems, which have been developed internally through the Integrated Systems Management Division team, which aims to strengthen our environmental policies as we aim to operate and manage all airports in an environmentally safe manner, in addition to achieving best practices in accordance with environmental regulations.





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