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## DEBRIEF

# CEO Breakfast Tourism & Real Estate Synergies in Oman

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## INTRODUCTION

**O**MAN is aligning tourism and real estate to catalyze investment, employment, and sustainable growth. The CEO Breakfast brought together policymakers, developers, financiers, culture leaders, and hospitality operators to test how the country can move from policy statements to executed, bankable assets. Across the discussion, participants converged on five levers: streamlined approvals, bankable capital structures including Islamic finance, destination-scale execution, culture-led placemaking, and route development to increase length of stay and per-visitor value.

H.E. Qais bin Mohammed Al Yousef, Minister of Commerce, Industry & Investment Promotion, framed the national narrative: "Oman's ranking as first in the Arab world and fourth globally in the 2025 Quality of Life Index comes as no surprise. As we work towards the goals and ambitions of Oman Vision 2040, we've purposefully developed an outstanding environment in which to live, work, visit and invest."

## مقدمة

تعمل سلطنة عُمان على موازنة قطاعات السياحة والعقارات بهدف تحفيز الاستثمارات وتوليد فرص العمل وتحقيق النمو المستدام. وقد جمع إفطار الرؤساء التنفيذيين نخبة من صنّاع القرار والمطورين والممولين وقادة الثقافة ومشغلي قطاع الضيافة. لمناقشة سُبل الانتقال من التصريحات والسياسات إلى مشاريع قابلة للتنفيذ وقابلة للتمويل البنكي. وعلى مدار النقاش، اتفق المشاركون على خمس محركات أساسية: تبسيط إجراءات الموافقات، بناء هياكل تمويلية مستدامة تشمل التمويل الإسلامي، تنفيذ مشاريع على مستوى الوجهات السياحية، تطوير هوية مكانية قائمة على الثقافة، وتنمية مسارات السفر بهدف زيادة مدة إقامة الزوار ورفع العائد من كل زائر.

وقد حدّد معالي قيس بن محمد اليوسف، وزير التجارة والصناعة وترويج الاستثمار، الإطار الوطني بقوله: "إن تصدّر سلطنة عُمان المرتبة الأولى عربياً والرابعة عالمياً في مؤشر جودة الحياة لعام 2025 لم يكن مفاجئاً. ومع مواصلة العمل لتحقيق أهداف وتطلعات رؤية عُمان 2040، فقد عملنا بشكل مدروس على تطوير بيئة استثنائية للعيش والعمل والزيارة والاستثمار."

# SPEAKERS



**HE Qais Bin  
Mohammed Al Yousef**  
Minister of Commerce,  
Industry & Investment  
Promotion



**Nasser Al Kindi**  
CEO,  
Invest Oman



**Wael Al Lawati**  
CEO,  
Muriya Tourism  
Development



**Ali Sultan Al Hashmi**  
CEO,  
WUJHA Real Estate  
Developers



**Khalid Al Kayed**  
CEO,  
Bank Nizwa



**Al Yaqdhan Al Harthi**  
Director General,  
Oman Across Ages  
Museum



**Raed Mohammed  
Abdulla Al Shehhi,**  
Chairman,  
Musandam Global  
Investment



**Samir Messaoudi**  
General Manager,  
JW Marriott Hotel  
Muscat



Moderator

**Silvia Lambiase**  
Senior Country  
Editor,  
The Business Year



**HE Qais bin Mohammed Al Yousef,** Minister of Commerce, Industry & Investment Promotion framed the national narrative:

***“At Invest Oman, we view tourism and real estate as key drivers of diversification, offering world-class opportunities rooted in sustainability and culture. By streamlining approvals, fostering partnerships, and ensuring investor confidence, we align global capital with Vision 2040 to deliver lasting value for Oman.”***



## KEY TAKEAWAYS

**T**he Minister emphasized the importance of structured, long-term planning as a foundation for Oman’s diversification strategy. Tourism has consistently ranked among the government’s priority sectors, alongside manufacturing, logistics, food security, and mining. While its current GDP contribution remains modest compared to other industries, the sector’s broader impact: spanning real estate, hospitality, retail, and events; reinforces its centrality in Oman’s economic vision.

He underlined the progress achieved to date, citing the growing diversity of tourism products across the Sultanate. Destinations such as Salalah are witnessing strong demand, with occupancy levels surpassing 80%, while Oman’s geographic breadth offers the opportunity to develop distinct experiences nationwide. The Minister also stressed the importance of linking tourism with complementary sectors such as real estate, aviation, and commerce to ensure scale, density, and sustainability.

Looking ahead, government initiatives are designed to strengthen Oman’s investment proposition. The launch of long-term residency schemes tied to real estate development, the allocation of land for tourism projects, and the creation of detailed master plans are among the measures supporting growth. The Minister concluded with a call to action: aligning on clear KPIs, such as length of stay alongside visitor numbers, will be vital to realizing the ambitions of Oman Vision 2040 and maintaining the Sultanate’s momentum as a global destination for business and leisure.

### o **Tourism as a priority sector:**

Recognized as one of Oman’s five diversification pillars alongside manufacturing, logistics, food security, and mining.

### o **Beyond GDP contribution:**

The sector’s real impact includes real estate, aviation, retail, and events, making it larger than official statistics suggest.

### o **Strong demand in destinations:**

Salalah and other regions are seeing high occupancy rates (80%+), signaling growing investor and visitor interest.

### o **Government initiatives:**

Introduction of long-term residency linked to real estate, direct land allocation, and master plans for new tourism zones.

### o **Focus on KPIs:**

Moving beyond tourist arrivals to prioritize metrics such as length of stay and overall experience quality.

### o **Alignment with Vision 2040:**

Tourism remains a cornerstone of Oman’s long-term economic and social transformation strategy.



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