

الاستراتيجية الوطنية للطيران 2040

National Aviation Strategy 2040

Sunday, 11 October 2026

4 Key reasons for triggering the development of NAS 2040, including alignment with Vision 2040 and enablement of national strategies

Oman **Vision 2040** derives a set of **cascaded goals to the national aviation sector**

Ambitious **growth plans for regional competitors** (airports and airlines) directly **impact the Omani aviation sector**



Updated strategies and transformational plans for the local aviation ecosystem players (Oman Air, Oman Airports, etc.), need to be **captured in the national sector strategy** and steered to ensure contribution towards Visions 2040

Covid-19's recovery profile of the Omani market triggers the need for a **revised set of targets and enablers** to achieve the sector vision and objectives

NAS 2040 was developed hand in hand with relevant national stakeholders (60 stakeholders), with +70 meetings and workshops stretching over the past 6 months

 **60**
Stakeholders engaged

 **+70**
meetings & workshops

 **+130**
Documents Reviewed

Aviation Stakeholders

Non-exhaustive

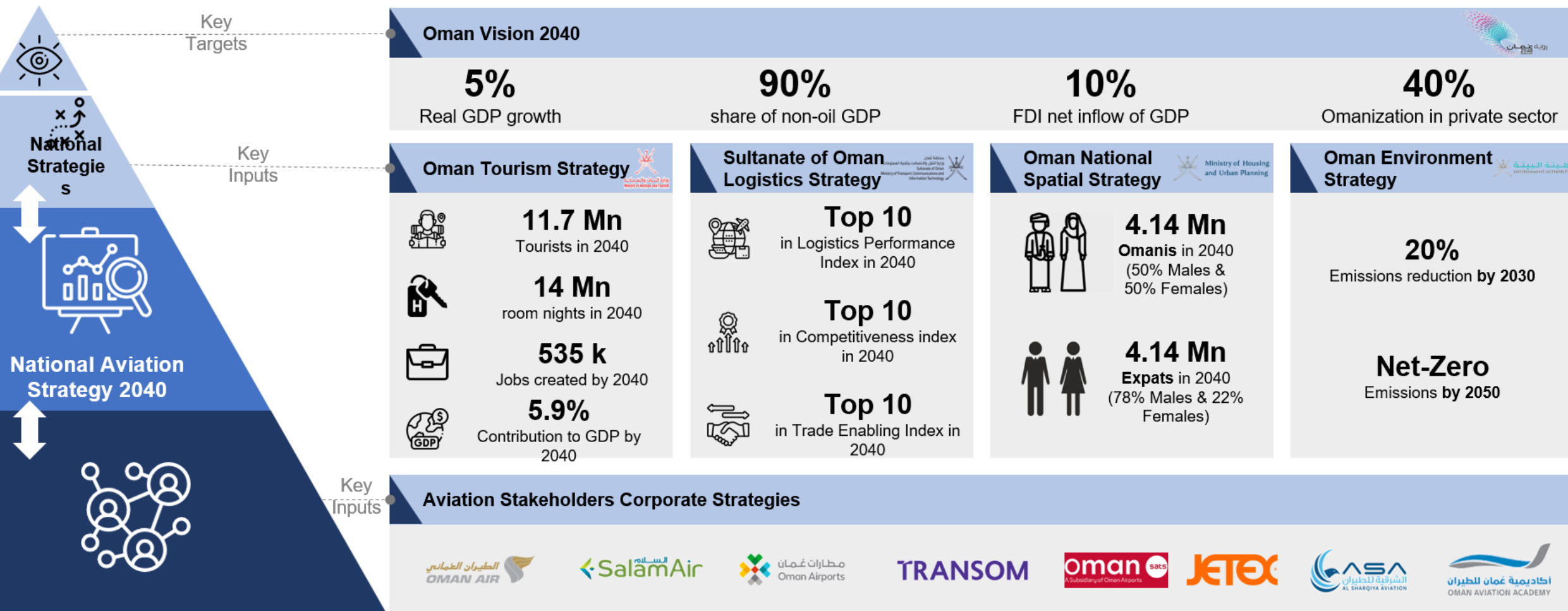


Wider Ecosystem

 Ministry of Commerce, Industry & Investment Promotion	 Ministry of Heritage and Tourism	 Oman Investment Authority	 Oman Tourism Development Company (OMRAN)
 Ministry of Economy	 Ministry of Housing and Urban Planning	 Public Authority for Special Economic Zones and Free Zones (OPAZ)	 ASYAD
 Ministry of Finance	 Oman Vision 2040 Implementation Follow-up Unit	 Environment Authority	 Ports and freezones operators
 Ministry of Energy & Minerals	 Chamber of Commerce	 Municipalities and Development Offices in Sohar, Muscat, Salalah, Nizwa, Ibri, Rustaq, Al-Buraymi, Haima, Ibri, Sur, Khasab	

NAS 2040 captures Vision 2040 and other national strategies' top-down strategic targets, as well as the corporate strategies of the local players

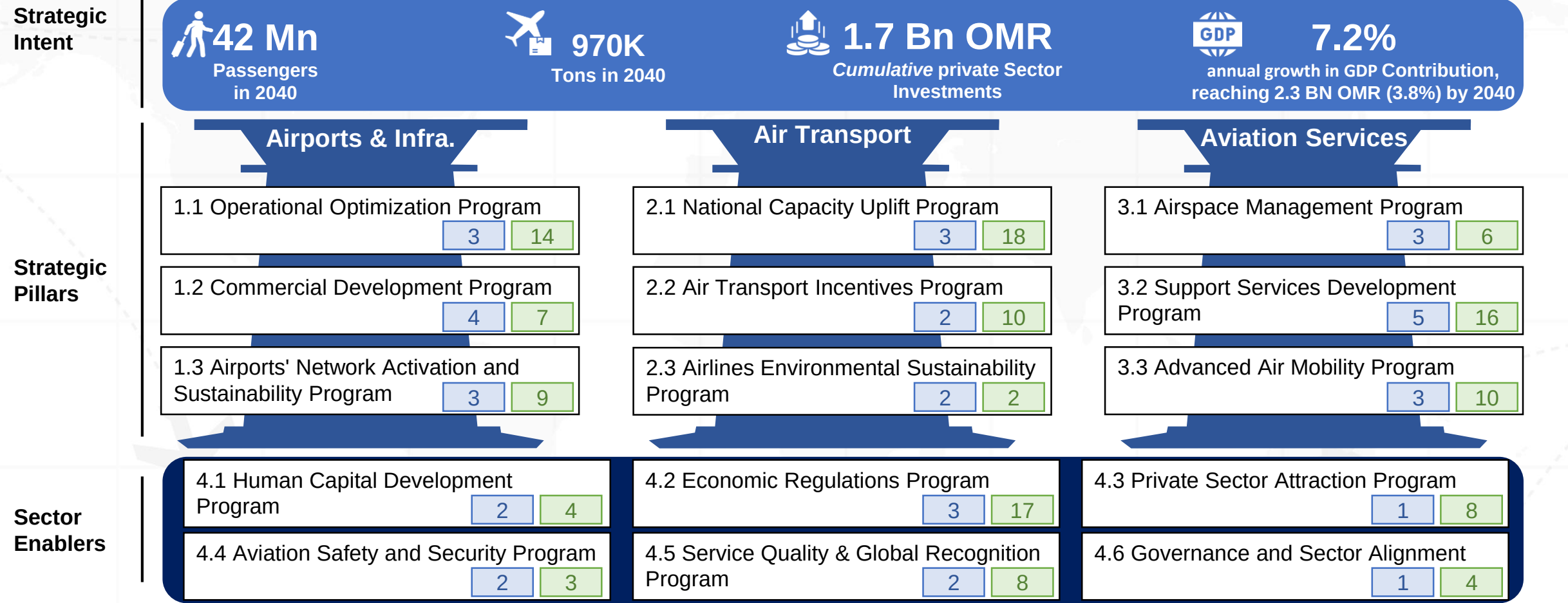
Input strategies to NAS 2040



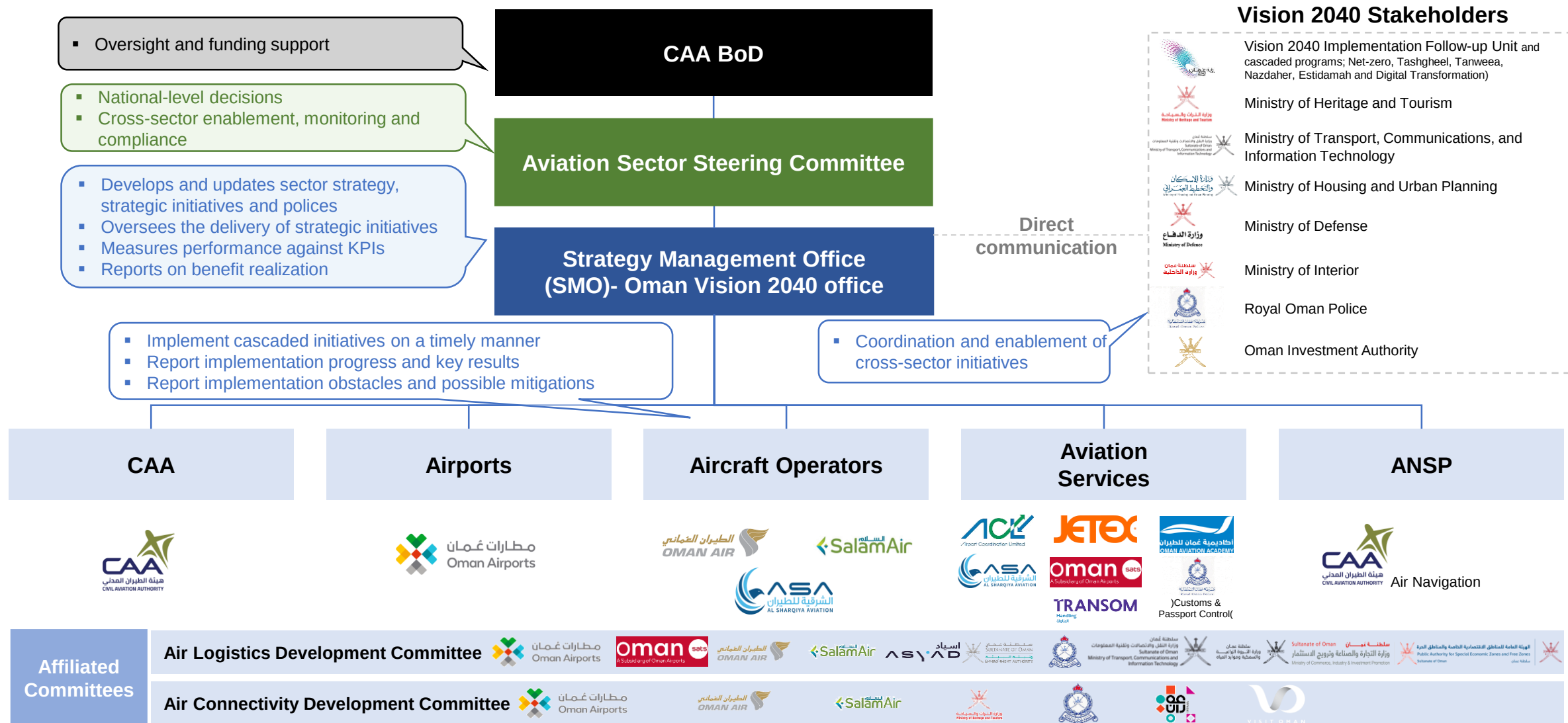
Strategic Programs

A total of **39 initiatives** Contributing to **60 unique KPIs***

Thrust the Omani aviation sector to new horizons, catalysing the Sultanate’s sustainable growth



Implementation Governance of the National Aviation Strategy 2040



 الاستراتيجية الوطنية للطيران 2040 NATIONAL AVIATION STRATEGY  CAA هيئة الطيران المدني CIVIL AVIATION AUTHORITY Strategic Initiative 4.4.1 Instil continuous aviation safety improvement																													
Strategic Pillar		Lead Entity	CAA – DG CAR				Supportin g Entities	Aviation Stakeholders				Phas e	Ignition and Engines Run-up				Start Date	2026 Q1											
Sector Enablers																													
Strategic Objective		This initiative aims at maintaining highest aviation safety standards across all sector stakeholders, including; airports, airlines, general aviation, AAM and services providers																											
Reinforce the aviation sector growth with the right human capital, efficient and effective processes, modernized regulations and tight governance		Implementation activities												2026		2027		2028		2029									
														Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
		▪Conduct a comprehensive current state assessment covering all safety aspects for aviation sector stakeholders																											
		▪Identify current areas of improvement in aviation safety as well as additional safety concerns arising from new aviation technologies and operations (AAM, MRO, space launcher, etc.)																											
		▪Develop a detailed safety roadmap for the aviation sector stakeholders to maintain highest safety standards. Safety roadmap to extend beyond minimum regulatory requirements and cover best practices and latest systems (SMS, etc.)																											
		▪Engage and align with aviation sector stakeholders frequently (monthly, quarterly) to mitigate any safety threats and ensure adherence to roadmap																											
		▪Continuous monitoring and auditing of safety compliance and performance across the sector																											
Program Description																													
4.4 Aviation Safety and Security Program																													
▪ This program aims to continuously uphold the highest safety and security standards for the Omani aviation sector		Implementation Effort				Relevant Strategic Performance Indicators																							
		▪Implementation Effort is driven by CAA - DG CAR's inhouse staff				▪K.4.8. Average ranking of national airlines in AirlineRatings’ Airline Safety ranking (to be confirmed/aligned with DG CAR) ▪K.4.9. ICAO Effective Implementation rate of Safety Standards (to be confirmed/aligned with DG CAR)																							
Notes: Lead Entity: Stakeholder(s) responsible for implementing the initiative and coordinating with supporting entities; Support Entities: Stakeholders contributing to the initiative implementation, but not leading it; Phase: Implementation phase of the initiative – Ignition and Engines Run-up, Acceleration and Lift-off or Sky High; Start Date: Indicative date in which the initiative implementation should start – Year and Quarter; Implementation Activities; actions carried out by the stakeholders to implement the initiative and achieve its goals; Implementation Effort: other considerations for implementation initiatives; Budget: Indicative rating of investment requirements for initiative implementation; Relevant Strategic Performance Indicators: KPIs impacted by this initiative																													

Sector Enablers

Strategic Objective

Reinforce the aviation sector growth with the right human capital, efficient and effective processes, modernized regulations and tight governance

Program Description

4.4 Aviation Safety and Security Program

- This program aims to continuously uphold the highest safety and security standards for the Omani aviation sector

Lead Entity	CAA – DG CAR	Supporting Entities	Aviation Stakeholders	Phase	Ignition and Engines Run-up	Start Date	2026 Q1
This initiative aims at maintaining highest aviation security standards across all sector stakeholders, including; airports, airlines, general aviation, AAM and services providers							
Implementation activities							
■Conduct a comprehensive current state assessment covering all security aspects for aviation sector stakeholders							
■Identify current areas of improvement in aviation security as well as additional security concerns arising from new aviation technologies and operations (AAM, cybersecurity and threats on digital systems in aviation, etc.)							
■Develop a detailed security roadmap for the aviation sector stakeholders to maintain highest security standards. Security roadmap to extend beyond minimum regulatory requirements and cover best practices and latest systems (SMS, etc.)							
■Engage and align with aviation sector stakeholders frequently (monthly, quarterly) to mitigate any security threats and ensure adherence to roadmap							
■Continuous monitoring and auditing of security compliance and performance across the sector							
Implementation Effort				Relevant Strategic Performance Indicators			
■Implementation Effort is driven by CAA - DG CAR's inhouse staff				■K.4.10. ICAO Effective Implementation rate of Security Standards (to be confirmed/aligned with DG CAR)			

Notes: Lead Entity: Stakeholder(s) responsible for implementing the initiative and coordinating with supporting entities; Support Entities: Stakeholders contributing to the initiative implementation, but not leading it; Phase: Implementation phase of the initiative – Ignition and Engines Run-up, Acceleration and Lift-off or Sky High; Start Date: Indicative date in which the initiative implementation should start – Year and Quarter; Implementation Activities: actions carried out by the stakeholders to implement the initiative and achieve its goals; Implementation Effort: other considerations for implementation initiatives; Budget: Indicative rating of investment requirements for initiative implementation; Relevant Strategic Performance Indicators: KPIs impacted by this initiative

Advanced Air Mobility Forum — 25 June 2026

Key results vs target

+220

Participants
target 150

+40

Participating entities
target 33

100%

Attendance rate
target 75%

8

Speakers
target 8

Panel Sessions

Panel Session 1

From Safety to Economics: Enabling Advanced Air Mobility (AAM) Operational Use Cases in the Sultanate of Oman

Panel Session 2

Building National Capabilities and the Value Chain: Talent, Training, Certification, and Partnerships

Signing of Agreements

1. Signing of a Cooperation MoU between CAA, MTCIT, and Ibn Firnas Center for Unmanned Aircraft Systems.
2. Signing of the Founding Charter of the AAM System in the Sultanate of Oman.
3. Signing of a Cooperation MoU between CAA and ITAerea Aeronautical Business School.
4. Agreement between MTCIT and GUAmobility Consortium to Develop the National AAM Program.
5. Cooperation MoU between Serb Company and ITAerea Aeronautical Business School.

Objectives

- 1 Establishing a Shared National Understanding of the National Advanced Air Mobility Programs in the Sultanate of Oman
- 2 Discussing the Regulatory Framework for the Sandbox Environment and Enabling ATM/UTM Integration within Omani Airspace
- 3 Showcasing the Latest Innovations in Electric Aircraft and Unmanned Aerial Vehicles (UAVs)
- 4 Highlighting the Importance of Investing in National Talent and International
- 5 Strengthening Collaboration with Relevant Local and International Stakeholders

Aviation Investment Forum — 5 October 2026

Key results vs target

+170

Participants
target 150

+45

Participating entities
target 35

100%

Attendance rate
target 75%

7

Speakers
target 7

Panel Sessions

Panel Session 1

Exploring the investor journey from identifying an opportunity to establishing and operating a project, and the role of capital, partnerships, and national competencies in enabling investment in the sector

Signing of Agreements

1. Concession Agreement between CAA and GMF Aero Asia for the Operation and Management of Aircraft Maintenance Facilities at Muscat International Airport.

2. Concession Agreement between CAA and Oman Airports for the Operation, Management, and Development of Muscat, Salalah, and Sohar Airports.

3. Landmark agreements that strengthen partnerships and drive the aviation sector's growth.

Objectives

- 1 Showcase investment opportunities across the civil aviation sector
- 2 Attract new investment and raise awareness of sector opportunities
- 3 Integrate promotion efforts with partner entities
- 4 Improve the investor experience in the sector
- 5 Spotlight investment in emerging technologies and Invest in building and developing aviation human capital

Thank You