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RECOVERY CENTER
مركز ظفار للتعافي

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DRC – HUMAN RECOVERY & DEVELOPMENT ECOSYSTEM

CONFIDENTIAL INFORMATION MEMORANDUM (CIM)

Development of a 300,000 sqm Integrated Healthcare, Recovery, Research, Medical Tourism & Human Development Campus

Dhofar Governorate, Sultanate of Oman

Capital Requirement: **USD 70 Million**

Proposed Joint Venture Structure: **50% Founder Group | 50% Strategic Investor**

Prepared For

Strategic Investors • Family Offices • Sovereign Wealth Funds • Healthcare Funds • Infrastructure Investors • Impact Investment Funds • Strategic Healthcare Operators

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Contents

CONFIDENTIAL INFORMATION MEMORANDUM (CIM) II

CONFIDENTIALITY NOTICE III

SECTION 1A 1

1. EXECUTIVE SUMMARY 1

1.1 TRANSFORMING RECOVERY. DEVELOPING HUMAN POTENTIAL. CREATING A REGIONAL LEGACY 1

1.2 PROJECT OVERVIEW 2

1.3 EXECUTIVE INVESTMENT DASHBOARD 3

1.4 WHY THIS OPPORTUNITY IS DIFFERENT 3

1.5 THE INVESTMENT THESIS 4

  1.5.1 PILLAR 1 4

  STRATEGIC LAND ASSET 4

  1.5.2 PILLAR 2 5

  FIRST-MOVER INTEGRATED ECOSYSTEM 5

  1.5.3 PILLAR 3 5

  DIVERSIFIED REVENUE PLATFORM 5

  1.5.4 PILLAR 4 5

  REGIONAL EXPANSION POTENTIAL 5

  1.5.5 PILLAR 5 6

  TECHNOLOGY-ENABLED HEALTHCARE 6

  1.5.6 PILLAR 6 6

  MEASURABLE SOCIAL IMPACT 6

1.6 CONCLUSION 6

SECTION 1B 8

1.1 INVESTMENT SNAPSHOT, STRATEGIC INVESTMENT PILLARS & GOVERNMENT ALIGNMENT 8

1.1.1 INVESTMENT SNAPSHOT 8

1.1.2 PROJECT SNAPSHOT 8

1.1.3 STRATEGIC DEVELOPMENT OVERVIEW 9

1.1.3.1 ZONE A 9
CLINICAL & RECOVERY ZONE 9
1.1.3.2 ZONE B 9
RESEARCH, EXECUTIVE & SOVEREIGN ZONE 9
1.1.3.3 ZONE C 10
COMMUNITY & HUMAN DEVELOPMENT ZONE 10
1.1.3.4 ZONE D 10
MEDICAL TOURISM, SPORTS & COMMERCIAL ZONE 10
1.1.4 FOUR STRATEGIC INVESTMENT PILLARS 10
1.1.4.1 PILLAR 1 10
STRATEGIC LAND & DEVELOPMENT PLATFORM 10
1.1.4.1.1 STRATEGIC BENEFIT 11
1.1.4.2 PILLAR 2 11
FIRST-MOVER HUMAN RECOVERY ECOSYSTEM 11
1.1.4.2.1 STRATEGIC BENEFIT 12
1.1.4.3 PILLAR 3 12
DIVERSIFIED REVENUE PLATFORM 12
1.1.4.3.1 STRATEGIC BENEFIT 12
1.1.4.4 PILLAR 4 12
SCALABLE REGIONAL PLATFORM 12
1.1.4.4.1 STRATEGIC BENEFIT 13
1.1.5 GOVERNMENT ALIGNMENT & NATIONAL IMPACT 13
1.1.6 ALIGNMENT WITH OMAN VISION 2040 13
1.1.7 NATIONAL ECONOMIC IMPACT 14
1.1.8 STRATEGIC VALUE TO STAKEHOLDERS 15
1.1.8.1 GOVERNMENT 15
1.1.8.2 INVESTORS 15
1.1.8.3 BENEFICIARIES 15
1.1.8.4 COMMUNITIES 15

1.1.9 KEY INVESTMENT HIGHLIGHTS 16
1.1.10 COMPETITIVE POSITIONING SUMMARY 16
1.1.11 CONCLUSION 17
SECTION 1C 18
1.2 PROPOSED INVESTMENT STRUCTURE, VALUE CREATION FRAMEWORK & INVESTMENT CASE 18
1.2.1 PROPOSED INVESTMENT STRUCTURE 18
1.2.2 JOINT VENTURE FRAMEWORK 18
1.2.3 WHY THE JOINT VENTURE MODEL 19
1.2.4 PROPOSED GOVERNANCE STRUCTURE 19
1.2.4.1 BOARD OF DIRECTORS 20
1.2.4.2 BOARD RESPONSIBILITIES 21
1.2.5 RESERVED MATTERS 21
1.2.6 INFORMATION & REPORTING RIGHTS 21
1.2.7 DIVIDEND POLICY 22
1.2.8 VALUE CREATION FRAMEWORK 22
1.2.9 INVESTOR VALUE PROPOSITION 24
1.2.10 POTENTIAL EXIT STRATEGIES 25
1.2.11 WHY INVEST NOW 26
1.2.12 INVESTMENT CASE SUMMARY 26
1.2.13 STRATEGIC VISION 27
1.2.14MISSION 27
1.2.15 CONCLUSION 27
SECTION 2 29
2. INDUSTRY OVERVIEW, MARKET OPPORTUNITY & STRATEGIC POSITIONING 29
2.1 INTRODUCTION 29
2.2 GLOBAL HEALTHCARE TRANSFORMATION 29
2.3 MEGA TRENDS SUPPORTING DRC 30
2.4 GCC MARKET OPPORTUNITY 32
2.5 OMAN MARKET OPPORTUNITY 32

2.5.1 STRATEGIC GEOGRAPHY 33
2.5.2 POLITICAL STABILITY 33
2.5.3 ECONOMIC DIVERSIFICATION 34
2.6 ALIGNMENT WITH OMAN VISION 2040 34
2.7 WHY DHOFAR 35
2.8 TOTAL ADDRESSABLE MARKET 36
2.9 MARKET OPPORTUNITY DASHBOARD 37
2.10 COMPETITIVE POSITIONING 38
2.10.1 TRADITIONAL HOSPITAL 38
2.10.2 REHABILITATION CENTER 38
2.10.3 WELLNESS RESORT 38
2.11 DRC 39
2.12 COMPETITIVE ADVANTAGES 39
2.13 MARKET GROWTH DRIVERS 40
2.14 WHY DRC WINS 40
2.15 CONCLUSION 41
SECTION 3 42
3. MASTER PLAN, LAND UTILIZATION FRAMEWORK & CAMPUS DEVELOPMENT STRATEGY 42
3.1 INTRODUCTION 42
3.2 MASTER PLAN VISION 42
3.3DEVELOPMENT OVERVIEW 43
3.4 LAND UTILIZATION FRAMEWORK 44
3.5 LAND ALLOCATION STRATEGY 44
3.6 CAMPUS MASTER PLAN 45
3.6.1 ZONE A 45
CLINICAL & RECOVERY ZONE 45
3.6.2 ZONE B 47
RESEARCH, EXECUTIVE & SOVEREIGN ZONE 47
3.6.3 ZONE C 48

COMMUNITY & HUMAN DEVELOPMENT ZONE 48
3.6.4 ZONE D 49
MEDICAL TOURISM, SPORTS & COMMERCIAL ZONE 49
3.7 FUTURE EXPANSION RESERVE 50
3.8 INFRASTRUCTURE MASTER PLAN 50
3.8.1 INTERNAL TRANSPORTATION NETWORK 50
3.8.2 UTILITIES INFRASTRUCTURE 50
3.8.3 SMART SECURITY INFRASTRUCTURE 50
3.8.4 PARKING INFRASTRUCTURE 51
3.8.5 GREEN INFRASTRUCTURE 51
3.9 SECURITY & PRIVACY ARCHITECTURE 51
3.10 TECHNOLOGY ECOSYSTEM 52
3.11 INSTITUTIONAL PARTNER INTEGRATION 52
3.12 DEVELOPMENT PHASING MATRIX 53
3.13 OPERATING ECOSYSTEM MODEL 54
3.14 STRATEGIC CONCLUSION 54
3.15 CONCLUSION 55
SECTION 4 56
4. BUSINESS MODEL, REVENUE ARCHITECTURE & LONG-TERM VALUE CREATION STRATEGY 56
4.1 INTRODUCTION 56
4.2 COMMERCIAL PHILOSOPHY 56
4.3BUSINESS MODEL OVERVIEW 57
4.4 REVENUE ARCHITECTURE 57
4.4.1 REVENUE STREAM 1 57
CLINICAL HEALTHCARE SERVICES 57
4.4.2 REVENUE STREAM 2 58
RESIDENTIAL RECOVERY PROGRAMS 58
4.4.3 REVENUE STREAM 3 59
GOVERNMENT & INSTITUTIONAL PROGRAMS 59

4.4.4 REVENUE STREAM 4 59
EXECUTIVE WELLNESS PROGRAMS 59
4.4.5 REVENUE STREAM 5 60
SPORTS MEDICINE & ATHLETE REHABILITATION 60
4.4.6 REVENUE STREAM 6 61
MEDICAL TOURISM 61
4.4.7 REVENUE STREAM 7 61
WELLNESS HOTEL & VILLAS 61
4.4.8 REVENUE STREAM 8 62
COMMERCIAL LEASING 62
4.4.9 REVENUE STREAM 9 63
RESEARCH & INNOVATION PROGRAMS 63
4.4.10 REVENUE STREAM 10 63
TELEHEALTH & DIGITAL HEALTHCARE 63
4.4.11 REVENUE STREAM 11 64
CORPORATE WELLNESS PROGRAMS 64
4.4.12 REVENUE STREAM 12 64
VOCATIONAL DEVELOPMENT PROGRAMS 64
4.5 REVENUE ACTIVATION TIMELINE 65
4.6 CUSTOMER SEGMENTATION MATRIX 66
4.7 REVENUE DIVERSIFICATION ANALYSIS 67
4.7.1 TARGET REVENUE MIX AT MATURITY 67
4.7.2 STRATEGIC BENEFIT 67
4.8 BUSINESS MODEL CANVAS 68
4.8.1 KEY PARTNERS 68
4.8.2 KEY ACTIVITIES 68
4.8.3 KEY RESOURCES 68
4.8.4 CUSTOMER RELATIONSHIPS 68
4.9 LONG-TERM MONETIZATION STRATEGY 69

4.10 COMPETITIVE ADVANTAGE OF THE MODEL 70
4.11 STRATEGIC CONCLUSION 70
4.12 CONCLUSION 70
SECTION5 71
5. FINANCIAL OVERVIEW, CAPITAL STRUCTURE & INVESTMENT ANALYSIS 71
5.1 INTRODUCTION 71
5.2 INVESTMENT OVERVIEW 71
5.3 CAPITAL STRUCTURE 72
5.3.1 FOUNDER CONTRIBUTION 72
5.3.2 INVESTOR CONTRIBUTION 73
5.4 DEVELOPMENT CAPITAL DEPLOYMENT 73
5.4.1 PHASE I 73
CLINICAL CORE & INFRASTRUCTURE 73
5.4.2 PHASE II 73
RESEARCH, EDUCATION & SPORTS MEDICINE 73
5.4.3 PHASE III 74
HOSPITALITY & COMMERCIAL ASSETS 74
5.5 DETAILED CAPEX SCHEDULE 75
5.6 OPERATING EXPENDITURE FRAMEWORK 76
5.6.1 HUMAN RESOURCES 76
5.6.2 HEALTHCARE OPERATIONS 76
5.6.3 FACILITIES OPERATIONS 76
5.6.4 HOSPITALITY OPERATIONS 76
5.6.5 TECHNOLOGY OPERATIONS 77
5.7 REVENUE MODEL OVERVIEW 77
5.7.1 PRIMARY REVENUE CATEGORIES 77
5.7.2 TEN-YEAR REVENUE PROJECTION 78
5.7.3 TEN-YEAR EBITDA FORECAST 78
5.8 OCCUPANCY ASSUMPTIONS 79

5.8.1 RECOVERY CENTERS 79
5.8.2 WELLNESS HOTEL 79
5.8.3 VILLAS 79
5.8.4 SPORTS FACILITIES 80
5.8.5 COMMERCIAL LEASING 80
5.9 BREAK-EVEN ANALYSIS 80
5.9.1 OPERATIONAL BREAK-EVEN 80
5.9.2 CASH FLOW BREAK-EVEN 80
5.9.3 FULL STABILIZATION 80
5.10 INVESTMENT RETURN FRAMEWORK 80
5.10.1 DIVIDEND DISTRIBUTION 81
5.11 PROJECTED INVESTMENT METRICS 81
5.11.1 PROJECT IRR 81
5.11.2 EQUITY IRR 81
5.11.3 EQUITY MULTIPLE 81
5.11.4 PAYBACK PERIOD 81
5.11.5 NET PRESENT VALUE (NPV) 81
5.12 INVESTOR RETURN SCENARIOS 82
5.12.1 CONSERVATIVE CASE 82
5.12.2 BASE CASE 82
5.12.3 UPSIDE CASE 82
5.13 SENSITIVITY ANALYSIS 83
5.14 INVESTOR PROTECTION FRAMEWORK 83
5.15 EXECUTIVE FINANCIAL DASHBOARD 84
5.16 EXIT STRATEGY FRAMEWORK 85
5.17 LONG-TERM VALUE CREATION MODEL 85
5.18 INVESTMENT SUMMARY 86
5.19 CONCLUSION 86
SECTION 6 87

6. GOVERNANCE, RISK MANAGEMENT, ESG FRAMEWORK, GOVERNMENT ALIGNMENT & LONG-TERM GROWTH STRATEGY 87
6.1 INTRODUCTION 87
6.2 CORPORATE GOVERNANCE FRAMEWORK 87
6.3 SHAREHOLDER GOVERNANCE STRUCTURE 88
6.4 BOARD OF DIRECTORS 88
6.4.1 RECOMMENDED STRUCTURE 88
6.4.2 BOARD RESPONSIBILITIES 89
6.5 EXECUTIVE MANAGEMENT STRUCTURE 89
6.6 INVESTOR PROTECTION FRAMEWORK 90
6.6.1 RESERVED MATTERS 90
6.6.2 INFORMATION RIGHTS 90
6.6.3 AUDIT RIGHTS 91
6.6.4 DIVIDEND RIGHTS 91
6.7 GOVERNMENT ALIGNMENT & STRATEGIC SUPPORT 91
6.8 STRATEGIC GOVERNMENT STAKEHOLDERS 91
6.9 REGULATORY FRAMEWORK 92
6.10 REGULATORY ROADMAP 92
6.11 RISK MANAGEMENT FRAMEWORK 93
6.12 ESG FRAMEWORK 94
6.12.1 ENVIRONMENTAL STRATEGY 94
6.13 SOCIAL IMPACT STRATEGY 95
6.14 GOVERNANCE STRATEGY 96
6.15 SOCIAL RETURN ON INVESTMENT (SROI) 96
6.16 STRATEGIC PARTNERSHIP FRAMEWORK 96
6.17 LONG-TERM GROWTH STRATEGY 97
6.17.1 PHASE I 97
DRC DHOFAR FLAGSHIP CAMPUS 97
6.17.2 PHASE II 97
NATIONAL EXPANSION 97

6.17.3 PHASE III 98
GCC EXPANSION 98
6.17.4 PHASE IV 98
INTERNATIONAL PARTNERSHIPS & LICENSING 98
6.18 EXPANSION VALUE DRIVERS 98
6.19 INVESTMENT OPPORTUNITY SUMMARY 99
6.20 FINAL INVESTMENT THESIS 99
6.21 CONCLUSION 100
SECTION 7 101
7.REGULATORY STATUS, GOVERNMENT SUPPORT & IMPLEMENTATION ROADMAP 101
7.1 INTRODUCTION 101
7.2 STRATEGIC NATIONAL IMPORTANCE 101
7.3 LAND ALLOCATION STATUS 102
7.4 GOVERNMENT ALIGNMENT FRAMEWORK 102
7.5 PRIMARY GOVERNMENT STAKEHOLDERS 102
7.6 INSTITUTIONAL PARTNERSHIP ECOSYSTEM 104
7.7 REGULATORY DEVELOPMENT FRAMEWORK 105
7.8 PROJECT IMPLEMENTATION ROADMAP 107
7.8.1 STAGE 1 107
PRE-DEVELOPMENT 107
7.8.2 STAGE 2 107
DEVELOPMENT MOBILIZATION 107
7.8.3 STAGE 3 108
PHASE I CONSTRUCTION 108
7.8.4 STAGE 4 108
PHASE II CONSTRUCTION 108
7.8.5 STAGE 5 108
PHASE III CONSTRUCTION 108
7.8.6 STAGE 6 109

OPERATIONAL STABILIZATION 109
7.9 PROJECT READINESS ASSESSMENT 109
7.10 INVESTMENT RISK REDUCTION FACTORS 110
7.11 IMPLEMENTATION GOVERNANCE 111
7.12 STRATEGIC DEVELOPMENT MILESTONES 112
7.13 WHY THIS REDUCES INVESTOR RISK 112
7.14 CONCLUSION 113
APPENDICES 114
APPENDIX A 115
DETAILED FINANCIAL ASSUMPTIONS 115
APPENDIX B 126
OCCUPANCY, UTILIZATION & OPERATING CAPACITY ASSUMPTIONS 126
APPENDIX C 138
REVENUE FORECAST ASSUMPTIONS & DEPARTMENT-LEVEL REVENUE MODEL 138
APPENDIX D 154
IRR, NPV, PAYBACK PERIOD & INVESTMENT RETURN METHODOLOGY 154
APPENDIX E 167
GOVERNANCE FRAMEWORK, BOARD STRUCTURE & ORGANIZATIONAL ARCHITECTURE 167
APPENDIX F 181
EXPANSION STRATEGY & LONG-TERM GROWTH ROADMAP 181
APPENDIX G 196
MARKET RESEARCH, INDUSTRY ANALYSIS & STRATEGIC POSITIONING 196
APPENDIX H 213
LAND DOCUMENTATION, REGULATORY STATUS & DEVELOPMENT READINESS 213
APPENDIX I 228
ENTERPRISE RISK REGISTER & RISK MITIGATION FRAMEWORK 228
APPENDIX J 249
STRATEGIC PARTNERSHIPS, INSTITUTIONAL ALIGNMENT & ECOSYSTEM DEVELOPMENT FRAMEWORK 249

APPENDIX K 266

ABBREVIATIONS, DEFINITIONS & DISCLAIMERS 266

List of Tables

Table 1.2 Project Overview 2
Table 1.3 Executive Investment Board 3
Table 1.1.2 Project Snapshot 8
Table 1.1.10 Competitive Positioning Summary 16
Table 1.2.2 Proposed Structure 18
Table 1.2.4.1 Recommended Structure 20
Table 1.2.7 Proposed Distribution 22
Table 2.9 Market Opportunity Dashboard 37
Table 3.3 Development Overview 43
Table 3.4 Proposed Land Allocation 44
Table 3.12 Development Phasing Matrix 53
Table 4.5 Revenue Activation Timeline 65
Table 4.6 Customer Segmentation Matrix 66
Table 4.7.1 Target Revenue Mix at Maturity 67
Table 5.3 Proposed Joint Venture Structure 72
Table 5.5 Detailed capex schedule 75
Table 5.7.1 Primary Revenue Categories 77
Table 5.7.2 Ten-Year Revenue Projection 78
Table 5.7.3 Ten-Year Ebitda Forecast 78
Table 5.10.1 Dividend Distribution 81
Table 5.15 Executive Financial Dashboard 84
Table 6.3 Proposed Joint Venture Structure 88
Table 6.4.1 Recommended Structure 88
Table 6.11 ENTERPRISE RISK MATRIX 94
Table 7.12 Strategic Development Milestones 112

List of Figures

Figure 1.2.4.1 Organization Structure 20
Figure 2.5 Target Market Segments 33
Figure 3.6 Campus Master Plan.. 45
Figure 3.13 Operating Ecosystem Model 54
Figure 4.5 Business Model Overview.. 57

SECTION 1A

1. EXECUTIVE SUMMARY

1.1 Transforming Recovery. Developing Human Potential. Creating a Regional Legacy

DRC – Human Recovery & Development Ecosystem is a landmark healthcare, human development, medical tourism, and research initiative planned within the Governorate of Dhofar, Sultanate of Oman.

The project has been conceived as a destination-scale ecosystem occupying approximately 300,000 square meters and integrating specialized healthcare, behavioral recovery, psychiatric services, vocational development, academic research, sports rehabilitation, executive wellness, hospitality, and community reintegration within a unified master-planned campus.

Unlike conventional healthcare developments that focus on isolated service delivery, DRC has been designed around a comprehensive life-cycle model that guides individuals through assessment, treatment, recovery, development, workforce readiness, and long-term reintegration.

The project seeks to address growing regional demand for:

• Behavioral Healthcare

• Recovery & Rehabilitation

• Mental Health Services

• Sports Medicine

• Executive Wellness

• Medical Tourism

• Human Development

• Workforce Reintegration

• Research & Innovation

By integrating these sectors within one ecosystem, DRC aims to establish a new category of healthcare and human development infrastructure within the GCC.

1.2 PROJECT OVERVIEW

Table 1.2 Project Overview

Item	Description
Project Name	DRC – Human Recovery & Development Ecosystem
Location	Dhofar Governorate, Sultanate of Oman
Land Area	300,000 sqm
Development Value	USD 70 Million
Development Model	Integrated Healthcare & Human Development Campus
Specialized Centers	13
Development Structure	Multi-Zone Campus
Investment Structure	50:50 Joint Venture
Development Timeline	36–72 Months
Expansion Strategy	Oman → GCC → International

1.3 EXECUTIVE INVESTMENT DASHBOARD

Table 1.3 Executive Investment Board

Metric	Value
Development Area	300,000 sqm
Total Capital Requirement	USD 70 Million
Proposed Investor Equity	50%
Founder Equity	50%
Development Phases	3
Specialized Centers	13
Research Institute	Included
Sports Medicine Complex	Included
Wellness Hotel & Villas	Included
Commercial Hub	Included
Technology Platform	Included
GCC Expansion Strategy	Included

1.4 WHY THIS OPPORTUNITY IS DIFFERENT

DRC is not a traditional hospital.

DRC is not a conventional rehabilitation center.

DRC is not a wellness resort.

DRC represents the development of a fully integrated Human Recovery & Development Ecosystem designed to combine healthcare, recovery, education, research, technology, hospitality, sports medicine, and workforce development within a single destination-scale platform.

The project seeks to create a long-term institutional asset capable of generating sustainable financial returns while delivering measurable social and economic impact.

Several characteristics distinguish DRC from conventional healthcare investments:

Scale

A 300,000 sqm master-planned campus provides substantial capacity for growth, diversification, and future expansion.

Integration

Healthcare, rehabilitation, education, hospitality, research, and technology operate within one ecosystem.

Diversification

The platform generates revenue through multiple independent business lines.

Scalability

The operating model has been designed for future replication across Oman and selected GCC markets.

Strategic Relevance

The project aligns with long-term national objectives relating to healthcare modernization, economic diversification, tourism, human capital development, and innovation.

1.5 THE INVESTMENT THESIS

The DRC investment proposition is built around six strategic pillars.

1.5.1 PILLAR 1

Strategic Land Asset

The project benefits from a 300,000 sqm development site capable of supporting healthcare, hospitality, research, sports medicine, and future expansion infrastructure.

The scale of the land asset significantly enhances long-term development flexibility and value creation potential.

1.5.2 PILLAR 2

First-Mover Integrated Ecosystem

Few projects within the GCC combine:

- Healthcare
- Recovery
- Research
- Education
- Sports Medicine
- Medical Tourism
- Hospitality
- Technology
- Human Development

within a single operating platform.

This creates meaningful barriers to entry and competitive differentiation.

1.5.3 PILLAR 3

Diversified Revenue Platform

The project has been structured around multiple revenue streams designed to reduce concentration risk and improve financial resilience.

These include healthcare services, recovery programs, executive wellness, hospitality, medical tourism, sports medicine, research activities, commercial leasing, and technology-enabled services.

1.5.4 PILLAR 4

Regional Expansion Potential

The Dhofar campus serves as the foundation for a broader growth strategy targeting future expansion throughout Oman and selected GCC markets.

1.5.5 PILLAR 5

Technology-Enabled Healthcare

Digital healthcare capabilities form a core component of the operating model and support future scalability.

These capabilities include:

- Telehealth
- AI-Assisted Monitoring
- Digital Therapeutics
- Data Analytics
- Electronic Health Records

1.5.6 PILLAR 6

Measurable Social Impact

DRC seeks to create long-term improvements in:

• Recovery Outcomes

• Workforce Participation

• Family Stability

• Community Resilience

• Human Capital Development

while generating sustainable investor returns.

1.6 CONCLUSION

DRC represents a rare opportunity to participate in the development of a large-scale integrated healthcare, human development, medical tourism, and research platform positioned to serve Oman, the GCC region, and international markets.

The combination of scale, diversification, strategic positioning, technology integration, and long-term expansion potential establishes a strong foundation for sustainable growth and value creation.

The following section presents the detailed Investment Snapshot, Strategic Investment Pillars, Government Alignment, and Key Investment Highlights supporting the DRC opportunity.

SECTION 1B

1.1 INVESTMENT SNAPSHOT, STRATEGIC INVESTMENT PILLARS & GOVERNMENT ALIGNMENT

1.1.1 INVESTMENT SNAPSHOT

The DRC platform has been structured as a large-scale healthcare, human development, medical tourism, and research ecosystem designed to create long-term institutional value.

The project combines strategic land assets, diversified revenue streams, healthcare infrastructure, hospitality assets, and regional expansion potential within a single integrated development.

1.1.2 PROJECT SNAPSHOT

Table. 1.1.2 Project Snapshot

Category	Description
Project Name	DRC – Human Recovery & Development Ecosystem
Project Type	Integrated Healthcare, Recovery, Medical Tourism & Human Development Campus
Location	Dhofar Governorate, Sultanate of Oman
Total Land Area	300,000 sqm
Capital Requirement	USD 70 Million
Development Structure	4 Strategic Zones
Specialized Centers	13
Development Phases	3

Category	Description
Proposed Investment Structure	50:50 Joint Venture
Founder Contribution	Development Platform & Strategic Assets
Investor Contribution	USD 70 Million Capital Investment
Expansion Strategy	Oman → GCC → International
Long-Term Vision	GCC Human Recovery & Development Platform

1.1.3 STRATEGIC DEVELOPMENT OVERVIEW

The DRC campus has been designed as a destination-scale ecosystem integrating healthcare, rehabilitation, research, education, hospitality, sports medicine, and commercial infrastructure.

The development is organized into four interconnected zones.

1.1.3.1 ZONE A

Clinical & Recovery Zone

Core healthcare and rehabilitation facilities.

Includes:

- Men's Recovery Center
- Women's Recovery Center
- Psychiatric & Mental Health Center
- Speech & Communication Disorders Center

1.1.3.2 ZONE B

Research, Executive & Sovereign Zone

Advanced research, executive wellness, and specialized rehabilitation services.

Includes:

- VIP Recovery Suites
- Tactical Rehabilitation Center
- Advanced Behavioral Research Institute

1.1.3.3 ZONE C

Community & Human Development Zone

Education, workforce readiness, reintegration, and spiritual development.

Includes:

- Intake & Diagnostics Center
- Vocational Development Academy
- Mosque & Spiritual Development Center

1.1.3.4 ZONE D

Medical Tourism, Sports & Commercial Zone

Primary economic engine of the ecosystem.

Includes:

- Sports Science Center
- Sports Rehabilitation Center
- Wellness Hotel
- Private Villas
- Commercial Hub

1.1.4 FOUR STRATEGIC INVESTMENT PILLARS

The investment proposition is built around four core pillars that differentiate DRC from conventional healthcare developments.

1.1.4.1 PILLAR 1

STRATEGIC LAND & DEVELOPMENT PLATFORM

The project benefits from a destination-scale 300,000 sqm development footprint.

This scale supports:

- Healthcare Infrastructure
- Hospitality Assets
- Research Facilities
- Sports Medicine Facilities
- Commercial Development
- Future Expansion

The site enables phased development and long-term value appreciation.

1.1.4.1.1 Strategic Benefit

Most healthcare developments are constrained by site limitations.

DRC has been designed from inception as a scalable campus capable of supporting multiple business lines and future expansion phases.

1.1.4.2 PILLAR 2

FIRST-MOVER HUMAN RECOVERY ECOSYSTEM

DRC seeks to establish a new category within the GCC.

The ecosystem integrates:

- Healthcare
- Recovery
- Research
- Education
- Sports Medicine
- Hospitality
- Technology
- Human Development

within a single operating platform.

This integrated model creates meaningful differentiation and barriers to entry.

1.1.4.2.1 Strategic Benefit

The ecosystem approach increases beneficiary engagement while creating multiple revenue opportunities throughout the recovery and development lifecycle.

1.1.4.3 PILLAR 3

DIVERSIFIED REVENUE PLATFORM

The DRC business model is designed around twelve independent revenue streams.

These include:

- Clinical Services
- Recovery Programs
- Government Programs
- Executive Wellness
- Sports Medicine
- Medical Tourism
- Hotel Operations
- Villas
- Commercial Leasing
- Research Programs
- Telehealth
- Corporate Wellness

1.1.4.3.1 Strategic Benefit

Diversification reduces concentration risk and supports long-term financial resilience.

No single business unit is expected to dominate total revenues at maturity.

1.1.4.4 PILLAR 4

SCALABLE REGIONAL PLATFORM

The Dhofar campus represents Phase I of a broader regional growth strategy.

Future phases include:

Phase II

National Expansion

Phase III

GCC Expansion

Phase IV

International Partnerships & Licensing

1.1.4.4.1 Strategic Benefit

The operating model has been intentionally designed for replication and expansion.

This creates opportunities for significant long-term enterprise value growth.

1.1.5 GOVERNMENT ALIGNMENT & NATIONAL IMPACT

The DRC platform directly supports several national development priorities.

The project has been designed to contribute to healthcare modernization, economic diversification, tourism development, workforce readiness, innovation, and community wellbeing.

1.1.6 ALIGNMENT WITH OMAN VISION 2040

The DRC ecosystem supports key Vision 2040 pillars including:

Human Capital Development

Enhancing health, wellbeing, education, and workforce participation.

Economic Diversification

Supporting non-oil economic growth through healthcare, tourism, research, and technology.

Innovation & Knowledge Economy

Creating opportunities for research, education, and healthcare innovation.

Tourism Development

Supporting medical tourism and wellness tourism growth.

Community Development

Improving quality of life and long-term social outcomes.

1.1.7 NATIONAL ECONOMIC IMPACT

At full development, DRC is expected to contribute through:

Direct Employment

- Healthcare professionals
- Researchers
- Educators
- Hospitality staff
- Technology specialists
- Administrative personnel

Indirect Employment

- Construction
- Suppliers
- Service providers
- Tourism operators
- Commercial tenants

Economic Diversification

New revenue generation within healthcare, tourism, hospitality, and education sectors.

Human Development

Enhanced workforce readiness and community reintegration outcomes.

1.1.8 STRATEGIC VALUE TO STAKEHOLDERS

The DRC ecosystem creates value for multiple stakeholder groups.

1.1.8.1 Government

- Healthcare capacity expansion
- Human development
- Economic diversification
- Tourism growth

1.1.8.2 Investors

- Long-term value creation
- Diversified revenues
- Regional expansion potential
- Asset appreciation

1.1.8.3 Beneficiaries

- Recovery
- Education
- Employment readiness
- Long-term support

1.1.8.4 Communities

- Stronger families
- Improved social outcomes
- Economic participation
- Community resilience

1.1.9 KEY INVESTMENT HIGHLIGHTS

- ✓ 300,000 sqm Master-Planned Development
- ✓ USD 70 Million Development Program
- ✓ Proposed 50:50 Joint Venture Structure
- ✓ 13 Specialized Centers
- ✓ Research & Innovation Institute
- ✓ Sports Medicine Complex
- ✓ Wellness Hotel & Villas
- ✓ Medical Tourism Platform
- ✓ Diversified Revenue Model
- ✓ Technology-Enabled Healthcare Infrastructure
- ✓ Regional Expansion Strategy
- ✓ Strong ESG & Social Impact Profile
- ✓ Long-Term Asset Appreciation Potential
- ✓ Multiple Exit Pathways

1.1.10 COMPETITIVE POSITIONING SUMMARY

Table 1.1.10 Competitive Positioning Summary

Capability	DRC	Traditional Rehab	Hospital	Wellness Resort
Clinical Care	✓	✓	✓	Limited
Residential Recovery	✓	✓	Limited	Limited
Vocational Development	✓	✗	✗	✗
Research Institute	✓	Rare	Limited	✗
Sports Medicine	✓	✗	Limited	Limited
Medical Tourism	✓	Limited	Limited	✓
Hospitality Assets	✓	✗	✗	✓

Capability	DRC	Traditional Rehab	Hospital	Wellness Resort
Telehealth Platform	✓	Rare	Limited	✗
Workforce Reintegration	✓	✗	✗	✗
GCC Scalability	✓	Limited	Limited	Limited

1.1.11 CONCLUSION

DRC combines strategic land assets, healthcare infrastructure, research capabilities, medical tourism potential, hospitality assets, and diversified revenue streams within a single integrated ecosystem.

The project's scale, first-mover positioning, government alignment, and long-term regional expansion potential establish a compelling investment proposition capable of generating sustainable financial returns while creating meaningful social and economic impact.

The next section presents the proposed investment structure, founder and investor contributions, value creation framework, and overall investment case supporting the DRC opportunity.

SECTION 1C

1.2 PROPOSED INVESTMENT STRUCTURE, VALUE CREATION FRAMEWORK & INVESTMENT CASE

1.2.1 PROPOSED INVESTMENT STRUCTURE

The DRC project is intended to be developed through a strategic joint venture structure designed to align the interests of both the Founder Group and the Strategic Capital Partner.

The proposed structure combines local development capability, project leadership, strategic stakeholder engagement, and long-term operational commitment with institutional investment capital and strategic growth support.

The objective is to establish a partnership capable of delivering one of the GCC's most significant healthcare and human development developments.

1.2.2 JOINT VENTURE FRAMEWORK

Proposed Structure

Table 1.2.2 Proposed Structure

Shareholder	Equity Participation
Founder Group	50%
Strategic Investor	50%

Investment Requirement

Strategic Investor Contribution

USD 70 Million

Founder Group Contribution

Non-Cash Strategic Contribution

Including:

- Development Platform
- Project Development Rights
- Strategic Concept Development
- Stakeholder Engagement
- Government Coordination
- Local Execution Capability
- Project Leadership
- Long-Term Operational Commitment
- Development Management

1.2.3 WHY THE JOINT VENTURE MODEL

The proposed structure ensures alignment between both parties.

The Founder Group remains actively involved in:

- Development
- Governance
- Operations
- Expansion
- Stakeholder Management

while the Strategic Investor contributes the capital required to unlock the full potential of the DRC ecosystem.

This alignment is intended to maximize long-term value creation for all stakeholders.

1.2.4 PROPOSED GOVERNANCE STRUCTURE

Strong governance is fundamental to investor confidence and long-term success.

1.2.4.1 Board of Directors

Recommended Structure

Table 1.2.4.1 Recommended Structure

Board Position	Allocation
Founder Representative	2 Seats
Investor Representative	2 Seats
Independent Chairman	1 Seat
Total Board Members	**5**

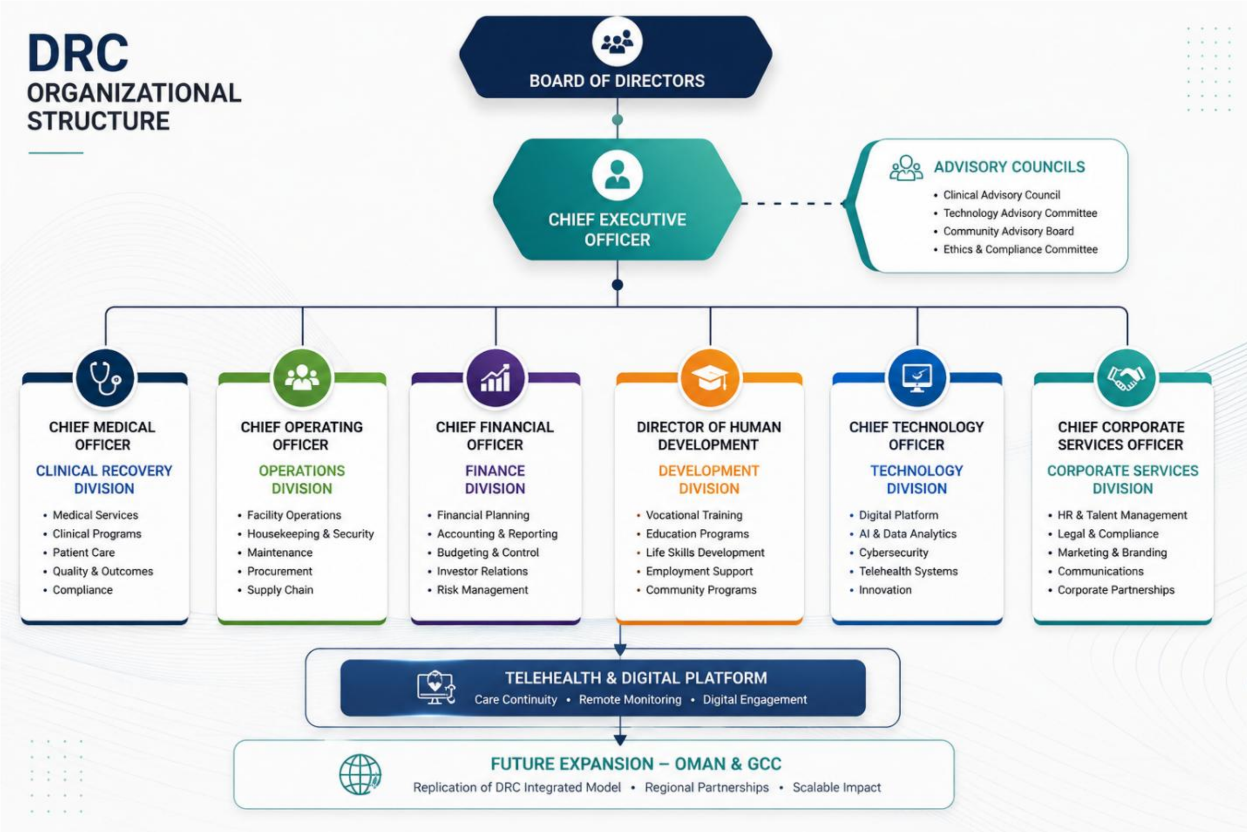


Figure 1.2.4.1 Organization Structure

1.2.4.2 Board Responsibilities

- Strategic Direction
- Capital Allocation
- Risk Oversight
- Major Investment Decisions
- Expansion Approvals
- Investor Protection
- Governance Compliance

1.2.5 RESERVED MATTERS

The following matters should require approval from both shareholder groups:

- **Major Capital Expenditure**
- **Additional Borrowing**
- **Asset Sales**
- **Equity Issuance**
- **Related Party Transactions**
- **Material Business Changes**
- **Mergers & Acquisitions**
- **Strategic Expansion Decisions**

These provisions help ensure balanced governance and investor protection.

1.2.6 INFORMATION & REPORTING RIGHTS

The Strategic Investor should receive:

- **Quarterly Management Reports**
- **Annual Audited Financial Statements**
- **Annual Operating Budgets**
- **Strategic Development Updates**
- **Capital Expenditure Reports**
- **ESG Performance Reports**
- **Risk Management Reports**

This reporting framework supports transparency and accountability.

1.2.7 DIVIDEND POLICY

Following stabilization and subject to operational requirements, distributable profits may be distributed proportionately according to shareholding ownership.

Proposed Distribution

Table 1.2.7 Proposed Distribution

Shareholder	Profit Share
Founder Group	50%
Strategic Investor	50%

The Board may determine appropriate reinvestment strategies to support future expansion opportunities.

1.2.8 VALUE CREATION FRAMEWORK

The DRC platform creates value through multiple interconnected layers.

LAYER 1

Healthcare Operations

Revenue generated through:

- Clinical Services
- Recovery Programs
- Mental Health Services
- Diagnostics

LAYER 2

Human Development Programs

Revenue and social impact generated through:

- Education
- Workforce Development
- Vocational Training
- Reintegration Programs

LAYER 3

Medical Tourism Platform

Revenue generated through:

- Wellness Programs
- Recovery Tourism
- Executive Wellness
- International Healthcare Services

LAYER 4

Hospitality Assets

Revenue generated through:

- Wellness Hotel
- Villas
- Hospitality Services
- Conferences
- Events

LAYER 5

Research & Innovation

Revenue and strategic value generated through:

- Research Grants
- Academic Partnerships
- Publications
- Professional Training
- Innovation Programs

LAYER 6

Technology Platform

Revenue and scalability generated through:

- Telehealth
- AI-Assisted Monitoring
- Digital Therapeutics
- Data Analytics

LAYER 7

Real Estate & Commercial Assets

Value generated through:

- Commercial Leasing
- Retail Operations
- Long-Term Asset Appreciation
- Future Development Opportunities

1.2.9 INVESTOR VALUE PROPOSITION

The DRC investment opportunity combines several characteristics rarely found within a single project.

Strategic Land Platform

300,000 sqm master-planned development.

Diversified Revenue Model

Multiple independent business lines.

Long-Term Asset Appreciation

Destination-scale infrastructure and real estate assets.

Medical Tourism Potential

Unique positioning supported by Dhofar's environment and tourism profile.

Regional Expansion

Scalable platform capable of expansion across Oman and the GCC.

Technology Integration

Digital healthcare capabilities supporting future growth.

Measurable Social Impact

Improved healthcare, employment, and community outcomes.

1.2.10 POTENTIAL EXIT STRATEGIES

The project may support multiple future liquidity pathways.

Strategic Sale

Acquisition by regional or international healthcare operators.

Infrastructure Fund Transaction

Sale to long-term healthcare infrastructure investors.

Sovereign Participation

Strategic acquisition by sovereign investment entities.

Recapitalization

Institutional refinancing or secondary investment transactions.

Public Listing

Potential future IPO following successful regional expansion and operational maturity.

1.2.11 WHY INVEST NOW

Several structural trends are creating a highly favorable environment for investment.

- **Growing Demand for Healthcare**
- **Rising Mental Health Awareness**
- **Expansion of Medical Tourism**
- **Growth of Sports Medicine**
- **Increasing Corporate Wellness Spending**
- **Digital Healthcare Adoption**
- **Human Capital Development Priorities**
- **Regional Economic Diversification**

These trends create strong long-term demand drivers supporting the DRC platform.

1.2.12 INVESTMENT CASE SUMMARY

DRC represents a rare opportunity to participate in the development of a large-scale healthcare, human development, medical tourism, hospitality, research, and technology ecosystem.

The project combines:

- ✓ Strategic Land Assets
- ✓ Diversified Revenue Streams
- ✓ Healthcare Infrastructure
- ✓ Hospitality Assets
- ✓ Medical Tourism
- ✓ Research & Innovation

- ✓ Technology Platforms
- ✓ Regional Expansion Potential
- ✓ Long-Term Asset Appreciation
- ✓ Strong ESG Profile

within a single integrated platform.

Management believes this combination creates a compelling opportunity capable of generating sustainable financial returns while delivering measurable social and economic impact.

1.2.13 STRATEGIC VISION

To establish the GCC's leading Human Recovery & Development Ecosystem by integrating healthcare, recovery, education, research, workforce development, medical tourism, hospitality, and technology into a scalable platform capable of transforming lives while creating long-term stakeholder value.

1.2.14MISSION

To deliver world-class recovery, rehabilitation, healthcare, education, and human development services through innovation, evidence-based practice, strategic partnerships, and operational excellence.

1.2.15 CONCLUSION

DRC has been designed as more than a healthcare development.

It represents the creation of a long-term institutional platform capable of serving Oman, the GCC region, and international markets through an integrated ecosystem spanning healthcare, recovery, education, research, hospitality, sports medicine, technology, and human development.

The combination of strategic land assets, diversified revenues, scalable infrastructure, strong governance, and regional expansion potential establishes a compelling foundation for long-term value creation.

The following section examines the industry landscape, market opportunity, competitive positioning, and strategic demand drivers supporting the DRC platform and its long-term growth strategy.

SECTION 2

2. INDUSTRY OVERVIEW, MARKET OPPORTUNITY & STRATEGIC POSITIONING

2.1 INTRODUCTION

The global healthcare industry is undergoing a structural transformation driven by rising demand for integrated healthcare, behavioral health services, rehabilitation programs, workforce development, wellness solutions, and technology-enabled care.

Traditional healthcare systems were primarily designed to diagnose and treat illnesses. However, governments, employers, insurers, and healthcare providers increasingly recognize that long-term outcomes depend on comprehensive recovery, reintegration, education, employment readiness, and community support.

This shift is creating significant opportunities for integrated platforms capable of addressing the full spectrum of human recovery and development.

DRC has been designed specifically to capitalize on these trends.

The project occupies a unique position at the intersection of:

- Healthcare
- Recovery
- Mental Health
- Research
- Education
- Sports Medicine
- Medical Tourism
- Technology
- Human Development

The convergence of these sectors creates a substantial long-term market opportunity.

2.2 GLOBAL HEALTHCARE TRANSFORMATION

Healthcare systems worldwide are transitioning from treatment-focused models toward outcome-driven ecosystems.

The future of healthcare increasingly emphasizes:

- Prevention
- Early Intervention
- Long-Term Recovery
- Workforce Participation
- Family Stability
- Community Reintegration
- Technology-Enabled Care

This evolution favors integrated platforms capable of delivering measurable outcomes beyond clinical treatment.

2.3 MEGA TRENDS SUPPORTING DRC

Trend 1

Rising Mental Health Awareness

Mental health has become one of the fastest-growing priorities within global healthcare systems.

Growing awareness has increased demand for:

- Psychiatry
- Psychology
- Behavioral Therapy
- Recovery Programs
- Long-Term Support Services

Governments and employers increasingly recognize the economic and social impact of untreated mental health conditions.

Trend 2

Growth of Recovery & Rehabilitation Services

Healthcare providers are increasingly shifting from treatment-only approaches toward recovery-oriented care models.

This trend supports growing demand for:

- Residential Recovery Programs
- Rehabilitation Services
- Continuing Care
- Reintegration Services
- Workforce Readiness Programs

DRC's integrated model directly addresses this evolution.

Trend 3

Medical Tourism Expansion

Medical tourism continues to experience strong growth globally.

Key drivers include:

- Cost Efficiency
- Quality of Care
- Wellness-Oriented Travel
- Recovery-Focused Destinations
- Executive Wellness Programs

The integration of healthcare and hospitality creates significant opportunities for destination-scale projects such as DRC.

Trend 4

Sports Medicine Growth

Sports medicine is emerging as one of the fastest-growing healthcare sectors.

Growing participation in professional and recreational sports is driving demand for:

- Performance Optimization
- Injury Prevention
- Rehabilitation
- Recovery Services
- Sports Science

The DRC Sports Medicine Platform has been designed to address this growing market.

Trend 5

Digital Healthcare Adoption

Technology is fundamentally reshaping healthcare delivery.

The healthcare industry is rapidly adopting:

- Telehealth
- Artificial Intelligence
- Digital Therapeutics
- Remote Monitoring
- Data Analytics

Technology enables scalable healthcare delivery and creates opportunities for future expansion beyond physical infrastructure.

2.4 GCC MARKET OPPORTUNITY

The GCC region is experiencing rapid growth across multiple sectors aligned with the DRC ecosystem.

These sectors include:

- **Behavioral Healthcare**
- **Recovery & Rehabilitation**
- **Medical Tourism**
- **Sports Medicine**
- **Executive Wellness**
- **Corporate Wellness**
- **Healthcare Technology**
- **Human Development**

Collectively, these sectors represent a multi-billion-dollar regional opportunity.

2.5 OMAN MARKET OPPORTUNITY

Oman occupies a strategically advantageous position within the GCC healthcare and tourism landscape.

Several structural advantages support the development of DRC.

Figure 2.5 Target Market Segments

2.5.1 Strategic Geography

Oman provides access to:

- GCC Markets
- South Asia
- East Africa
- International Medical Tourists

This positioning supports regional service delivery and long-term expansion.

2.5.2 Political Stability

The Sultanate of Oman maintains a strong reputation for:

- Stability
- Security
- Governance
- Long-Term Planning

These factors enhance investor confidence and support large-scale development projects.

2.5.3 Economic Diversification

Oman's ongoing economic diversification initiatives support investment in:

- Healthcare
- Tourism
- Education
- Innovation
- Human Capital Development

These priorities align directly with the DRC platform.

2.6 ALIGNMENT WITH OMAN VISION 2040

DRC strongly supports the strategic objectives of Oman Vision 2040.

Human Capital Development

Improving health, wellbeing, education, and workforce participation.

Economic Diversification

Creating new economic activity beyond traditional sectors.

Tourism Development

Supporting growth in medical and wellness tourism.

Innovation & Research

Advancing knowledge-based industries and healthcare innovation.

Sustainable Development

Creating long-term social and economic value.

2.7 WHY DHOFAR

A Unique Competitive Advantage

Dhofar possesses several characteristics unavailable elsewhere within the GCC.

Exceptional Climate

The Khareef season creates one of the most distinctive climatic environments in the Middle East.

This natural advantage supports:

- Recovery Programs
- Wellness Retreats
- Rehabilitation Services
- Sports Training Camps
- Medical Tourism

The climate itself becomes a strategic asset.

Tourism Infrastructure

Dhofar already attracts significant seasonal tourism activity.

The integration of healthcare, wellness, and hospitality provides opportunities to increase tourism value capture throughout the year.

Destination Potential

Few locations in the GCC possess the ability to combine:

- Healthcare
- Recovery
- Sports Medicine
- Hospitality
- Wellness
- Research
- within one destination-scale development.

- DRC seeks to capitalize on this opportunity.

2.8 TOTAL ADDRESSABLE MARKET

The DRC platform addresses multiple customer segments simultaneously.

Segment A

Individual Patients

Seeking healthcare, recovery, rehabilitation, and wellness services.

Segment B

Families

Seeking support, education, and long-term engagement.

Segment C

Government Institutions

Seeking structured rehabilitation and human development solutions.

Segment D

Corporate Clients

Seeking workforce wellness and productivity programs.

Segment E

Medical Tourists

Seeking integrated healthcare and hospitality experiences.

Segment F

Sports Organizations

Seeking rehabilitation, sports medicine, and training services.

Segment G

Academic Institutions

Seeking research collaboration and educational partnerships.

Segment H

Insurance Providers

Seeking quality healthcare and recovery outcomes.

2.9 MARKET OPPORTUNITY DASHBOARD

Table 2.9 Market Opportunity Dashboard

Sector	Opportunity Level
Behavioral Healthcare	Very High
Recovery Services	Very High
Medical Tourism	Very High
Sports Medicine	High
Executive Wellness	High
Corporate Wellness	High
Research & Education	Medium-High
Telehealth	High

Sector	Opportunity Level
Hospitality	High
Commercial Leasing	Medium

2.10 COMPETITIVE POSITIONING

DRC occupies a unique position within the regional marketplace.

2.10.1 Traditional Hospital

Focus:

- Diagnosis & Treatment

Limitations:

- Limited recovery and reintegration services.

2.10.2 Rehabilitation Center

Focus:

- Recovery Programs

Limitations:

- Limited research, hospitality, and education capabilities.

2.10.3 Wellness Resort

Focus:

- Lifestyle & Wellness

Limitations:

- Limited clinical infrastructure.

2.11 DRC

Focus:

- Healthcare
- Recovery
- Research
- Education
- Sports Medicine
- Medical Tourism
- Hospitality
- Technology
- Human Development

within one integrated ecosystem.

2.12 COMPETITIVE ADVANTAGES

Integrated Operating Model

Multiple sectors operating within a single ecosystem.

Strategic Land Asset

300,000 sqm development platform.

Diversified Revenue Streams

Twelve independent revenue categories.

Destination Positioning

Dhofar-based medical tourism ecosystem.

Research Capability

Dedicated Behavioral Research Institute.

Technology Platform

Digital healthcare and telehealth infrastructure.

Regional Scalability

Expansion opportunities across Oman and the GCC.

2.13 MARKET GROWTH DRIVERS

Several long-term trends are expected to support sustained demand.

- **Mental Health Awareness**
- **Population Growth**
- **Healthcare Modernization**
- **Medical Tourism Growth**
- **Sports Participation**
- **Corporate Wellness Investment**
- **Technology Adoption**
- **Workforce Development Priorities**
- **Economic Diversification**

These trends create a highly favorable environment for long-term growth.

2.14 WHY DRC WINS

DRC is not competing solely as a healthcare provider.

DRC is creating a new category:

HUMAN RECOVERY & DEVELOPMENT ECOSYSTEM

The integration of healthcare, rehabilitation, education, workforce development, research, hospitality, sports medicine, and technology creates a platform that is difficult to replicate and capable of generating sustainable competitive advantages.

This integrated ecosystem approach forms the foundation of DRC's long-term strategic positioning.

2.15 CONCLUSION

The convergence of healthcare demand, behavioral health awareness, medical tourism growth, sports medicine expansion, technology adoption, and human development priorities creates a compelling market opportunity.

The scale of the DRC development, combined with Dhofar's unique environmental advantages and the platform's diversified operating model, positions the project to become one of the GCC's most distinctive healthcare and human development destinations.

The following section presents the DRC Master Plan, Campus Development Strategy, Land Utilization Framework, Infrastructure Design, and Operating Ecosystem.

SECTION 3

3. MASTER PLAN, LAND UTILIZATION FRAMEWORK & CAMPUS DEVELOPMENT STRATEGY

3.1 INTRODUCTION

The DRC Master Plan has been designed as a destination-scale healthcare, human development, medical tourism, research, hospitality, and sports medicine ecosystem occupying approximately **300,000 square meters** within the Governorate of Dhofar, Sultanate of Oman.

Unlike conventional healthcare developments that focus on a single service category, DRC integrates multiple complementary sectors into one master-planned campus capable of generating long-term economic, social, healthcare, and investment value.

The development has been structured to maximize:

- Patient Privacy
- Security
- Operational Efficiency
- Revenue Diversification
- Future Expansion
- Asset Appreciation
- Medical Tourism Potential
- Institutional Partnerships

The master plan serves as the physical foundation of the DRC ecosystem and has been designed to support phased development over multiple decades.

3.2 MASTER PLAN VISION

The DRC campus has been conceived as the GCC's first integrated Human Recovery & Development Ecosystem.

The campus combines:

- Healthcare
- Recovery
- Mental Health

- Research
- Education
- Vocational Development
- Sports Medicine
- Medical Tourism
- Hospitality
- Technology
- Commercial Services

within a unified destination.

The objective is to create a regional center of excellence capable of serving local, GCC, and international markets.

3.3 DEVELOPMENT OVERVIEW

Table 3.3 Development Overview

Category	**Description**
Total Land Area	300,000 sqm
Development Type	Integrated Healthcare & Human Development Campus
Development Structure	Four Strategic Zones
Specialized Centers	13
Development Phases	3
Planned Investment	USD 70 Million
Target Market	Oman, GCC & International
Expansion Capacity	Included

3.4 LAND UTILIZATION FRAMEWORK

The 300,000 sqm site has been allocated to maximize operational efficiency, future expansion capability, and long-term asset value.

PROPOSED LAND ALLOCATION

Table . 3.4 Proposed Land Allocation

Component	**Area (sqm)**
Clinical & Recovery Zone	75,000
Research & Executive Zone	35,000
Community & Human Development Zone	50,000
Sports Medicine & Performance Zone	45,000
Hotel & Villas Zone	40,000
Commercial Hub	15,000
Roads & Infrastructure	20,000
Landscaping & Open Areas	20,000
TOTAL	300,000

3.5 LAND ALLOCATION STRATEGY

The allocation framework intentionally balances:

- **Healthcare Capacity**
- **Commercial Sustainability**
- **Tourism Development**
- **Research Expansion**
- **Community Integration**
- **Future Growth**

This approach supports both operational excellence and long-term investment performance.

3.6 CAMPUS MASTER PLAN

Figure 3.6 Campus Master Plan

3.6.1 ZONE A

CLINICAL & RECOVERY ZONE

Land Allocation

75,000 sqm

Strategic Purpose

The Clinical & Recovery Zone serves as the healthcare core of the DRC ecosystem.

This zone focuses on diagnosis, treatment, recovery, behavioral healthcare, and long-term rehabilitation.

Privacy, security, and therapeutic environments are prioritized throughout the design.

Center 1

Men's Recovery Center

150 Beds

Center 2

Women's Recovery Center

50 Beds

Center 3

Psychiatric & Mental Health Center

Center 4

Speech & Communication Disorders Center

Strategic Objective

To establish the leading behavioral healthcare and recovery platform in Oman.

3.6.2 ZONE B

RESEARCH, EXECUTIVE & SOVEREIGN ZONE

Land Allocation

35,000 sqm

Strategic Purpose

This zone supports executive wellness, advanced research, specialized rehabilitation, and institutional partnerships.

Center 5

VIP Executive Recovery Suites

Center 6

Tactical Rehabilitation Center

Center 7

Advanced Behavioral Research Institute

Research Focus Areas

- Behavioral Sciences
- Recovery Sciences
- Mental Health
- Rehabilitation Innovation
- Human Development

Strategic Objective

Position DRC as a regional center of excellence for behavioral health research and executive wellness.

3.6.3 ZONE C

COMMUNITY & HUMAN DEVELOPMENT ZONE

Land Allocation

50,000 sqm

Strategic Purpose

Zone C bridges recovery and productive participation in society.

This zone focuses on workforce readiness, education, reintegration, and long-term development.

Center 8

Central Intake & Diagnostics Center

Center 9

Vocational Development Academy

Center 10

Mosque & Spiritual Development Center

Strategic Objective

Create sustainable pathways from recovery to employment, self-sufficiency, and community participation.

3.6.4 ZONE D

MEDICAL TOURISM, SPORTS & COMMERCIAL ZONE

Land Allocation

85,000 sqm

(45,000 sqm Sports Zone + 40,000 sqm Hospitality Zone)

Strategic Purpose

Zone D functions as the primary economic engine of the DRC ecosystem.

Center 11

Sports Science & Performance Center

Center 12

International Sports Rehabilitation Center

Center 13

Commercial & Hospitality Hub

Including:

- Wellness Hotel
- Private Villas
- Retail Facilities
- Restaurants
- Wellness Services
- Commercial Leasing Opportunities

Strategic Objective

Position DRC as a leading destination for medical tourism, executive wellness, and sports rehabilitation.

3.7 FUTURE EXPANSION RESERVE

A key advantage of the 300,000 sqm site is the ability to support future growth.

Potential future developments include:

- Additional Clinical Capacity
- International Medical Partnerships
- Academic Campus Expansion
- Research Laboratories
- Specialized Centers of Excellence
- Additional Hospitality Assets
- Technology Innovation Hub

3.8 INFRASTRUCTURE MASTER PLAN

The campus includes substantial supporting infrastructure.

3.8.1 Internal Transportation Network

Dedicated roads connecting all development zones.

3.8.2 Utilities Infrastructure

- Electrical Systems
- Water Networks
- Wastewater Systems
- Telecommunications
- Backup Infrastructure

3.8.3 Smart Security Infrastructure

- CCTV Monitoring
- Biometric Access
- Visitor Management
- Emergency Response Systems
- Campus Security Command Center

3.8.4 Parking Infrastructure

Facilities designed for:

- Patients
- Visitors
- Staff
- Hotel Guests
- Sports Participants

3.8.5 Green Infrastructure

Therapeutic landscapes and wellness-focused outdoor environments.

3.9 SECURITY & PRIVACY ARCHITECTURE

Patient confidentiality and operational security represent critical design principles.

The campus utilizes a layered security approach.

Level 1

Public Access Areas

Commercial and visitor facilities.

Level 2

Controlled Access Areas

Clinical and educational facilities.

Level 3

Restricted Access Areas

VIP and specialized facilities.

Level 4

Highly Restricted Areas

Sensitive healthcare and research operations.

3.10 TECHNOLOGY ECOSYSTEM

Technology serves as a foundational component of the DRC operating model.

Telehealth Platform

Remote healthcare delivery.

AI-Assisted Monitoring

Patient engagement and continuity of care.

Electronic Health Records

Integrated patient management.

Data Analytics Platform

Operational and clinical intelligence.

Digital Therapeutics

Technology-enabled recovery support.

3.11 INSTITUTIONAL PARTNER INTEGRATION

The DRC ecosystem is designed to support collaboration with:

- **Government Institutions**
- **Universities**
- **Research Organizations**
- **Healthcare Providers**
- **Sports Federations**
- **International Partners**

These relationships strengthen both operational performance and long-term value creation.

3.12 DEVELOPMENT PHASING MATRIX

Table 3.12 Development Phasing Matrix

Phase	**Timeline**	**Focus**
Phase I	Years 1–2	Clinical Core & Infrastructure
Phase II	Years 2–4	Research, Education & Sports Medicine
Phase III	Years 4–6	Hospitality, Commercial & Expansion Assets

3.13 OPERATING ECOSYSTEM MODEL

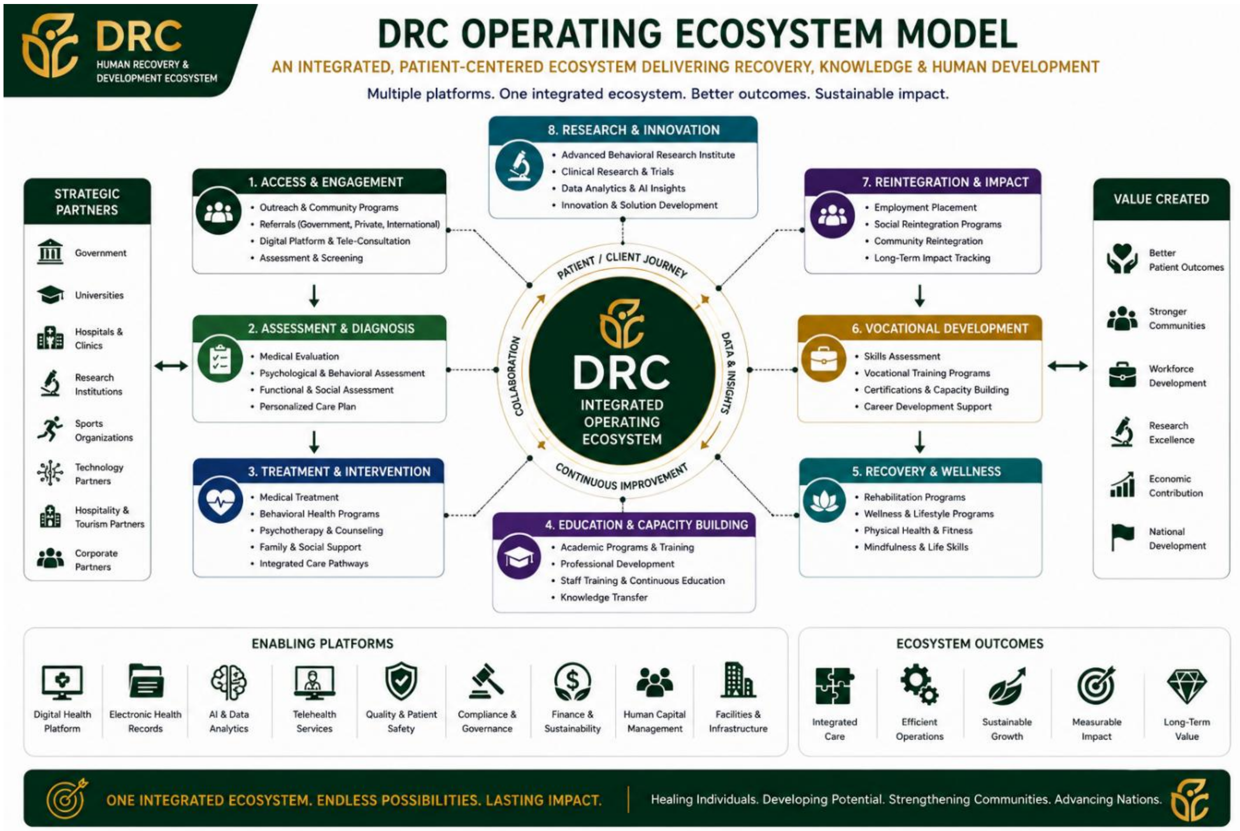


Figure 3.13 Operating Ecosystem Model

This lifecycle model differentiates DRC from conventional healthcare providers and creates measurable long-term outcomes.

3.14 STRATEGIC CONCLUSION

The DRC Master Plan has been intentionally designed as a destination-scale healthcare, human development, medical tourism, research, and hospitality ecosystem.

The combination of a 300,000 sqm strategic development site, four specialized zones, thirteen dedicated centers, diversified infrastructure, future expansion capacity, and institutional partnerships establishes a highly differentiated platform capable of creating long-term economic, healthcare, and social value.

The master plan provides the physical and operational foundation upon which the entire DRC ecosystem will be developed and scaled throughout Oman and the wider GCC region.

3.15 CONCLUSION

DRC is not simply a collection of healthcare facilities.

It is a master-planned ecosystem designed to integrate recovery, human development, education, research, hospitality, sports medicine, and technology into a single destination capable of becoming one of the most significant healthcare and human development developments in the Middle East.

The following section presents the Business Model, Revenue Architecture, Revenue Activation Strategy, Customer Segmentation Framework, and Long-Term Monetization Model supporting the DRC platform.

SECTION 4

4. BUSINESS MODEL, REVENUE ARCHITECTURE & LONG-TERM VALUE CREATION STRATEGY

4.1 INTRODUCTION

The DRC business model has been intentionally designed as a diversified, scalable, and resilient operating ecosystem capable of generating recurring revenues from multiple independent business units.

Unlike conventional healthcare facilities that rely primarily on inpatient admissions or outpatient consultations, DRC integrates healthcare, recovery, education, hospitality, sports medicine, research, technology, and commercial activities into a unified platform.

This diversified structure reduces operational risk while maximizing long-term enterprise value.

The objective is to establish a self-sustaining ecosystem capable of delivering both financial returns and measurable social impact.

4.2 COMMERCIAL PHILOSOPHY

The DRC commercial model is based upon a simple principle:

One Campus

Multiple Businesses

Multiple Revenue Streams

One Integrated Ecosystem

Each development zone contributes independently to the financial performance of the platform.

This approach creates:

- Revenue Diversification
- Operational Resilience
- Higher Asset Utilization
- Greater Investor Protection

- Long-Term Scalability
- Sustainable Cash Flow

4.3 BUSINESS MODEL OVERVIEW

The DRC ecosystem combines twelve primary revenue streams operating across four development zones.

Figure 4.5 Business Model Overview

4.4 REVENUE ARCHITECTURE

The DRC platform generates income from twelve independent revenue streams.

4.4.1 REVENUE STREAM 1

Clinical Healthcare Services

Description

Professional healthcare services delivered through:

- Psychiatry
- Psychology
- Mental Health Services
- Diagnostics
- Assessments
- Behavioral Healthcare Programs

Revenue Drivers

- Patient Volume
- Consultation Volume
- Treatment Programs
- Clinical Utilization

Revenue Profile

- Recurring
- High Stability

4.4.2 REVENUE STREAM 2

Residential Recovery Programs

Description

Long-term structured recovery programs delivered through:

- Men's Recovery Center
- Women's Recovery Center
- Specialized Rehabilitation Programs

Revenue Drivers

- Occupancy
- Length of Stay
- Program Complexity

Revenue Profile

- Recurring
- High Margin

4.4.3 REVENUE STREAM 3

Government & Institutional Programs

Description

Strategic service agreements with government and institutional partners.

Potential activities include:

- Recovery Programs
- Workforce Reintegration
- Human Development Programs
- Specialized Rehabilitation Services

Revenue Profile

- Long-Term Contract Revenue
- Highly Stable

4.4.4 REVENUE STREAM 4

Executive Wellness Programs

Description

Premium wellness and recovery services targeting:

- Business Leaders
- Government Officials
- High-Net-Worth Individuals
- International Clients

Services

- Executive Recovery
- Burnout Management
- Preventive Health
- Wellness Retreats

Revenue Profile

- Premium Pricing
- High Margin

4.4.5 REVENUE STREAM 5

Sports Medicine & Athlete Rehabilitation

Description

Services delivered through:

- Sports Science Center
- Sports Rehabilitation Center

Target Market

- Professional Clubs
- National Teams
- Elite Athletes
- Sports Organizations

Revenue Sources

- Rehabilitation Programs
- Sports Assessments
- Performance Programs
- Training Camps

Revenue Profile

- Growth-Oriented
- Premium Market

4.4.6 REVENUE STREAM 6

Medical Tourism

Description

Integrated healthcare and hospitality packages designed for regional and international visitors.

Services

- Recovery Tourism
- Wellness Tourism
- Executive Wellness
- Rehabilitation Programs

Revenue Profile

- High Growth Potential
- International Market

4.4.7 REVENUE STREAM 7

Wellness Hotel & Villas

Description

Hospitality infrastructure serving:

- Medical Tourists
- Families
- Long-Term Guests
- Corporate Clients
- VIP Visitors

Revenue Sources

- Accommodation
- Villas
- Food & Beverage
- Conferences
- Events
- Wellness Packages

Revenue Profile

- Recurring
- Asset-Based Revenue

4.4.8 REVENUE STREAM 8

Commercial Leasing

Description

Leasing opportunities within the Commercial Hub.

Potential tenants include:

- Pharmacies
- Retail Operators
- Cafés
- Restaurants
- Wellness Brands
- Service Providers

Revenue Profile

- Recurring Rental Income
- Low Operational Risk

4.4.9 REVENUE STREAM 9

Research & Innovation Programs

Description

Activities generated through the Advanced Behavioral Research Institute.

Revenue Sources

- Research Grants
- Sponsored Studies
- Academic Partnerships
- Professional Training
- Conferences
- Publications
-

Revenue Profile

- Strategic Revenue
- Reputation Enhancement

4.4.10 REVENUE STREAM 10

Telehealth & Digital Healthcare

Description

Technology-enabled healthcare delivery.

Services

- Online Consultations
- Follow-Up Care
- Remote Monitoring
- Continuing Care Programs

Revenue Profile

- Scalable
- Low Infrastructure Requirement

4.4.11 REVENUE STREAM 11

Corporate Wellness Programs

Description

Workforce wellbeing solutions for:

- Government Institutions
- Corporations
- Large Employers
- Strategic Partners

Services

- Mental Health Programs
- Wellness Programs
- Resilience Training
- Leadership Wellness

Revenue Profile

- B2B Contract Revenue
- Recurring

4.4.12 REVENUE STREAM 12

Vocational Development Programs

Description

Education and workforce readiness initiatives delivered through the Vocational Development Academy.

Activities

- Skills Development
- Certification Programs
- Career Readiness
- Entrepreneurship Programs

Revenue Profile

- Education Revenue
- Impact-Oriented

4.5 REVENUE ACTIVATION TIMELINE

Not all business units activate simultaneously.

This phased approach reduces risk and improves capital efficiency.

Table 4.5 Revenue Activation Timeline

Revenue Stream	Phase I	Phase II	Phase III
Clinical Services	✓	✓	✓
Recovery Programs	✓	✓	✓
Government Programs	✓	✓	✓
Executive Wellness	✓	✓	✓
Research Programs		✓	✓
Sports Medicine		✓	✓
Telehealth		✓	✓
Corporate Wellness		✓	✓

Revenue Stream	Phase I	Phase II	Phase III
Medical Tourism			✓
Hotel & Villas			✓
Commercial Leasing			✓
Vocational Programs		✓	✓

4.6 CUSTOMER SEGMENTATION MATRIX

Table . 4.6 Customer Segmentation Matrix

Customer Segment	Primary Services
Individual Patients	Healthcare & Recovery
Families	Support & Engagement
Government Institutions	Recovery & Development
Corporate Clients	Wellness Programs
Medical Tourists	Recovery & Hospitality
Sports Organizations	Rehabilitation & Performance
Universities	Research Collaboration
Insurance Providers	Healthcare Services
Commercial Tenants	Retail & Leasing

4.7 REVENUE DIVERSIFICATION ANALYSIS

A major strength of the DRC platform is the absence of dependency on a single business line.

4.7.1 Target Revenue Mix at Maturity

Table . 4.7.1 Target Revenue Mix at Maturity

Revenue Source	Share
Clinical Services	20%
Recovery Programs	18%
Government Programs	15%
Executive Wellness	8%
Sports Medicine	7%
Medical Tourism	8%
Hotel & Villas	8%
Commercial Leasing	5%
Research Programs	3%
Telehealth	3%
Corporate Wellness	3%
Vocational Programs	2%

4.7.2 Strategic Benefit

No individual revenue stream exceeds 20% of total revenues.

This significantly reduces concentration risk and strengthens long-term financial stability.

4.8 BUSINESS MODEL CANVAS

4.8.1 Key Partners

- Government Institutions
- Universities
- Healthcare Providers
- Sports Organizations
- Technology Companies
- Insurance Providers

4.8.2 Key Activities

- Healthcare Delivery
- Recovery Programs
- Education
- Research
- Hospitality Operations
- Sports Medicine

4.8.3 Key Resources

- 300,000 sqm Campus
- Clinical Teams
- Research Institute
- Sports Facilities
- Hospitality Infrastructure
- Technology Platform

4.8.4 Customer Relationships

- Long-Term Engagement
- Continuing Care
- Membership Programs
- Corporate Partnerships
- Strategic Alliances

4.9 LONG-TERM MONETIZATION STRATEGY

The DRC platform creates value through seven interconnected layers.

Layer 1

Healthcare Revenue

Layer 2

Recovery Revenue

Layer 3

Government Contract Revenue

Layer 4

Hospitality Revenue

Layer 5

Medical Tourism Revenue

Layer 6

Technology Revenue

Layer 7

Real Estate & Asset Appreciation

4.10 COMPETITIVE ADVANTAGE OF THE MODEL

Most healthcare facilities operate with one or two primary revenue sources.

DRC operates with twelve independent revenue streams integrated within a single ecosystem.

This structure provides:

- ✓ Financial Stability
- ✓ Operational Flexibility
- ✓ Asset Optimization
- ✓ Investor Protection
- ✓ Scalable Growth
- ✓ Long-Term Sustainability

4.11 STRATEGIC CONCLUSION

The DRC business model has been intentionally designed as a diversified healthcare, hospitality, education, research, technology, and human development platform.

By combining twelve independent revenue streams within a single integrated ecosystem, DRC creates a resilient operating model capable of generating sustainable cash flow, long-term growth, and significant shareholder value while delivering measurable social and economic impact.

4.12 CONCLUSION

The DRC revenue architecture forms the commercial foundation of the entire ecosystem.

The platform's diversified business model, phased revenue activation strategy, multiple customer segments, and long-term monetization framework establish a highly differentiated operating structure capable of supporting sustainable growth, regional expansion, and long-term investor returns.

The following section presents the Financial Overview, Capital Structure, Investment Analysis, Funding Strategy, Investor Return Framework, and Value Creation Model supporting the DRC platform.

SECTION 5

5. FINANCIAL OVERVIEW, CAPITAL STRUCTURE & INVESTMENT ANALYSIS

5.1 INTRODUCTION

The DRC financial model has been designed around the development of a destination-scale healthcare, human development, medical tourism, research, hospitality, and sports medicine ecosystem.

The financial strategy combines long-term infrastructure value creation with recurring operating revenues generated through twelve independent business lines.

The objective is to create a financially sustainable platform capable of delivering attractive investor returns while generating measurable healthcare, social, and economic impact.

The development utilizes a phased investment strategy intended to reduce risk, improve capital efficiency, and progressively activate revenue-generating assets.

5.2 INVESTMENT OVERVIEW

Total Development Area

300,000 sqm

Total Capital Requirement

USD 70,000,000

Approx. OMR 27 Million

Development Structure

3 Development Phases

Investment Structure

50:50 Strategic Joint Venture

Development Horizon

6 Years

Stabilization Period

Years 7–10

5.3 CAPITAL STRUCTURE

Proposed Joint Venture Structure

Table 5.3 Proposed Joint Venture Structure

Shareholder	Contribution	Equity
Founder Group	Development Platform, Strategic Assets, Project Rights, Local Execution	50%
Strategic Investor	USD 70 Million Capital Investment	50%

5.3.1 Founder Contribution

The Founder Group contributes:

- Project Development Platform
- Strategic Project Rights
- Concept Development
- Local Execution Capability
- Government Engagement
- Development Management
- Stakeholder Relationships
- Long-Term Operational Leadership

5.3.2 Investor Contribution

The Strategic Investor contributes:

- Development Capital
- Infrastructure Funding
- Equipment Procurement Funding
- Working Capital
- Pre-Operational Funding
- Expansion Capital Support

5.4 DEVELOPMENT CAPITAL DEPLOYMENT

5.4.1 Phase I

Clinical Core & Infrastructure

- Years 1–2

Investment:

- USD 25 Million

Assets Delivered

- Men's Recovery Center
- Women's Recovery Center
- Psychiatric Center
- Diagnostics Center
- Core Utilities
- Roads
- Security Infrastructure

5.4.2 Phase II

Research, Education & Sports Medicine

- Years 2–4

Investment:

- USD 20 Million

Assets Delivered

- Research Institute
- Vocational Academy
- Sports Science Center
- Sports Rehabilitation Center
- Technology Platform

5.4.3 Phase III

Hospitality & Commercial Assets

- Years 4–6

Investment:

- USD 25 Million

Assets Delivered

- Wellness Hotel
- Villas
- Commercial Hub
- Expansion Infrastructure

5.5 DETAILED CAPEX SCHEDULE

Table . 5.5 Detailed capex schedule

Asset Category	**USD**
Clinical & Recovery Facilities	$12,000,000
Psychiatric & Mental Health Facilities	$4,500,000
Research Institute	$5,000,000
Vocational Academy	$2,500,000
Sports Medicine Complex	$6,500,000
Wellness Hotel	$10,000,000
Villas	$4,000,000
Commercial Hub	$3,500,000
Technology Infrastructure	$7,000,000
Medical Equipment	$9,000,000
Roads & Utilities	$4,500,000
Landscaping & Open Spaces	$1,500,000
Pre-Operational Costs	$500,000
TOTAL	$70,000,000

5.6 OPERATING EXPENDITURE FRAMEWORK

Major operating cost categories include:

5.6.1 Human Resources

- Healthcare professionals
- Researchers
- Educators
- Hospitality teams
- Technology teams
- Administration

5.6.2 Healthcare Operations

- Clinical supplies
- Patient services
- Medical consumables
- Equipment maintenance

5.6.3 Facilities Operations

- Utilities
- Security
- Maintenance
- Grounds management

5.6.4 Hospitality Operations

- Accommodation services
- Food & Beverage
- Guest services
- Events

5.6.5 Technology Operations

- Cybersecurity
- Software systems
- Telehealth platforms
- Data management

5.7 REVENUE MODEL OVERVIEW

The DRC platform generates income through twelve independent revenue streams.

The financial model assumes progressive activation of these business units throughout the development period.

5.7.1 PRIMARY REVENUE CATEGORIES

Table . 5.7.1 Primary Revenue Categories

Category	Contribution
Healthcare Services	38%
Government Programs	15%
Hospitality & Tourism	16%
Sports Medicine	7%
Commercial Leasing	5%
Research Programs	3%
Digital Health	3%
Corporate Wellness	3%
Vocational Programs	2%

Category	Contribution
Other Services	8%

5.7.2 TEN-YEAR REVENUE PROJECTION

Table . 5.7.2 Ten-Year Revenue Projection

Year	Revenue (USD)
Year 1	$8,000,000
Year 2	$14,000,000
Year 3	$22,000,000
Year 4	$32,000,000
Year 5	$42,000,000
Year 6	$52,000,000
Year 7	$60,000,000
Year 8	$67,000,000
Year 9	$72,000,000
Year 10	$78,000,000

5.7.3 TEN-YEAR EBITDA FORECAST

Table . 5.7.3 Ten-Year Ebitda Forecast

Year	EBITDA
Year 1	$2.4M

Year	EBITDA
Year 2	$4.8M
Year 3	$8.1M
Year 4	$12.2M
Year 5	$17.5M
Year 6	$22.4M
Year 7	$27.0M
Year 8	$31.1M
Year 9	$34.0M
Year 10	$37.4M

5.8 OCCUPANCY ASSUMPTIONS

5.8.1 Recovery Centers

Target Stabilized Occupancy:

- 75% – 90%

5.8.2 Wellness Hotel

Target Stabilized Occupancy:

- 60% – 75%

5.8.3 Villas

Target Stabilized Occupancy:

- 65% – 80%

5.8.4 Sports Facilities

Target Utilization:

- 55% – 75%

5.8.5 Commercial Leasing

Target Occupancy:

- 95%

5.9 BREAK-EVEN ANALYSIS

5.9.1 Operational Break-Even

Projected:

- Year 4

5.9.2 Cash Flow Break-Even

Projected:

- Years 5–6

5.9.3 Full Stabilization

Projected:

- Years 7–8

5.10 INVESTMENT RETURN FRAMEWORK

The DRC investment strategy focuses on both recurring cash distributions and long-term enterprise value appreciation.

5.10.1 Dividend Distribution

Subject to Board approval and operational requirements.

Proposed distribution according to ownership percentages.

Table . 5.10.1 Dividend Distribution

Shareholder	Share
Founder Group	50%
Strategic Investor	50%

5.11 PROJECTED INVESTMENT METRICS

Based upon current management assumptions.

5.11.1 Project IRR

- 18% – 22%

5.11.2 Equity IRR

- 20% – 24%

5.11.3 Equity Multiple

- 2.5x – 4.0x

5.11.4 Payback Period

- 5 – 7 Years

5.11.5 Net Present Value (NPV)

- USD 80 Million – USD 120 Million

5.12 INVESTOR RETURN SCENARIOS

5.12.1 Conservative Case

Assumptions

- Slower occupancy growth
- Delayed tourism demand
- Moderate sports medicine utilization

Expected IRR

- 14% – 16%

5.12.2 Base Case

Assumptions

- Planned development schedule
- Target occupancy achievement
- Stable economic environment

Expected IRR

- 18% – 22%

5.12.3 Upside Case

Assumptions

- Strong GCC demand
- Accelerated medical tourism
- Higher hospitality performance

Expected IRR

- 24% – 30%

5.13 SENSITIVITY ANALYSIS

Variable	Impact on IRR
+10% Revenue Growth	+2.5% IRR
+15% Revenue Growth	+4.0% IRR
-10% Revenue Growth	-2.0% IRR
+10% Construction Cost	-1.5% IRR
+15% Occupancy Increase	+3.0% IRR
-15% Occupancy Reduction	-3.5% IRR

5.14 INVESTOR PROTECTION FRAMEWORK

The proposed JV structure includes:

Board Representation

- Equal representation.

Reserved Matters

- Mutual approval required.

Information Rights

- Quarterly reporting.

Audit Rights

- Independent annual audits.

Dividend Rights

- Pro-rata distribution.

Exit Rights

- Defined shareholder protections.

5.15 EXECUTIVE FINANCIAL DASHBOARD

Table . 5.15 Executive Financial Dashboard

Metric	Value
Development Area	300,000 sqm
Total Investment	$70M
Development Phases	3
Specialized Centers	13
Revenue Streams	12
Year 10 Revenue	$78M
Year 10 EBITDA	$37.4M
Project IRR	18–22%
Equity IRR	20–24%
Equity Multiple	2.5x–4.0x
Payback Period	5–7 Years
JV Structure	50:50

5.16 EXIT STRATEGY FRAMEWORK

The DRC platform supports multiple exit pathways.

Strategic Sale

- Healthcare operators seeking regional expansion.

Sovereign Participation

- Acquisition by sovereign investors.

Infrastructure Fund Sale

- Long-term healthcare infrastructure investors.

Recapitalization

- Secondary institutional investment.

Public Listing (IPO)

- Potential future listing following GCC expansion.

5.17 LONG-TERM VALUE CREATION MODEL

DRC creates value through multiple asset classes.

- **Healthcare Platform**
- **Hospitality Platform**
- **Medical Tourism Platform**
- **Technology Platform**
- **Research Platform**
- **Real Estate Platform**
- **Regional Expansion Platform**

Together these create multiple layers of enterprise value beyond operating income alone.

5.18 INVESTMENT SUMMARY

The DRC financial model has been designed around a diversified revenue platform, phased capital deployment strategy, institutional governance framework, and scalable operating model.

The combination of healthcare infrastructure, hospitality assets, research facilities, technology platforms, medical tourism opportunities, and long-term expansion potential creates a compelling investment proposition capable of delivering attractive risk-adjusted returns.

5.19 CONCLUSION

DRC represents a USD 70 million institutional-scale development opportunity structured around long-term value creation, diversified cash flows, and scalable growth.

The project's financial architecture combines infrastructure value, recurring operating revenues, medical tourism potential, hospitality income, technology-enabled healthcare, and regional expansion opportunities within a single integrated platform.

The following section presents the Governance Framework, ESG Strategy, Risk Management System, Regulatory Alignment, Government Support Structure, and Long-Term Growth Strategy supporting the DRC ecosystem.

SECTION 6

6. GOVERNANCE, RISK MANAGEMENT, ESG FRAMEWORK, GOVERNMENT ALIGNMENT & LONG-TERM GROWTH STRATEGY

6.1 INTRODUCTION

The long-term success of DRC depends not only on the quality of its facilities and services but also on the strength of its governance, institutional partnerships, risk management systems, regulatory compliance, and strategic growth planning.

As a USD 70 million development with a planned 300,000 sqm integrated campus, DRC has been structured according to principles commonly expected by institutional investors, healthcare operators, sovereign entities, infrastructure funds, and strategic partners.

The governance framework has been designed to support:

- Investor Protection
- Operational Excellence
- Regulatory Compliance
- Transparency
- Accountability
- Sustainable Growth
- Long-Term Value Creation

6.2 CORPORATE GOVERNANCE FRAMEWORK

Governance Philosophy

The DRC governance model is based upon international best practices emphasizing:

- **Accountability**
- **Transparency**
- **Independence**
- **Ethical Conduct**
- **Responsible Decision-Making**
- **Stakeholder Alignment**

- **Long-Term Sustainability**

The objective is to ensure that all stakeholders remain aligned throughout the lifecycle of the project.

6.3 SHAREHOLDER GOVERNANCE STRUCTURE

Proposed Joint Venture Structure

Table . 6.3 Proposed Joint Venture Structure

Shareholder	Equity
Founder Group	50%
Strategic Investor	50%

Governance Objective

To create a balanced partnership structure that protects the interests of both shareholders while enabling efficient decision-making and long-term value creation.

6.4 BOARD OF DIRECTORS

6.4.1 Recommended Structure

Table .6.4.1 Recommended Structure

Position	Seats
Founder Representatives	2
Investor Representatives	2
Independent Chairman	1
Total Board Members	**5**

6.4.2 Board Responsibilities

- **Strategic Direction**
- **Capital Allocation**
- **Risk Oversight**
- **Major Investments**
- **Expansion Decisions**
- **Financial Oversight**
- **Corporate Governance**
- **CEO Performance Review**
- **Shareholder Protection**

6.5 EXECUTIVE MANAGEMENT STRUCTURE

The Executive Management Team will be responsible for operational execution and day-to-day leadership.

Chief Executive Officer

- Overall leadership and strategic execution.

Chief Medical Officer

- Clinical governance and healthcare quality.

Chief Operating Officer

- Operational management and service delivery.

Chief Financial Officer

- Financial planning, reporting, and investor relations.

Chief Technology Officer

- Digital health and technology infrastructure.

Director of Research & Innovation

- Research activities and academic partnerships.

Director of Human Development

- Education, workforce readiness, and reintegration programs.

Director of Hospitality & Medical Tourism

- Hospitality operations and tourism strategy.

6.6 INVESTOR PROTECTION FRAMEWORK

Investor confidence is supported through a structured governance system.

6.6.1 Reserved Matters

The following matters require joint shareholder approval.

- **Major Capital Expenditure**
- **Additional Borrowing**
- **Asset Sales**
- **Equity Issuance**
- **Mergers & Acquisitions**
- **Strategic Partnerships**
- **Related Party Transactions**
- **Material Business Changes**

6.6.2 Information Rights

The Strategic Investor shall receive:

- **Quarterly Management Reports**
- **Annual Audited Financial Statements**
- **Annual Budget Approvals**
- **Capital Expenditure Reports**
- **Strategic Performance Reports**
- **ESG Reporting**

6.6.3 Audit Rights

- Annual independent external audits.

6.6.4 Dividend Rights

- Profit distribution according to ownership percentages.

6.7 GOVERNMENT ALIGNMENT & STRATEGIC SUPPORT

The DRC platform has been intentionally designed to align with national development priorities.

The project supports key objectives relating to:

- Healthcare Modernization
- Human Capital Development
- Tourism Development
- Economic Diversification
- Research & Innovation
- Community Wellbeing

6.8 STRATEGIC GOVERNMENT STAKEHOLDERS

Potential collaboration opportunities exist with:

Ministry of Health

- Clinical standards and healthcare integration.

Ministry of Labour

- Workforce development and vocational programs.

Ministry of Higher Education, Research & Innovation

- Research and academic partnerships.

Dhofar Governorate

- Regional development and tourism initiatives.

Educational Institutions

- Academic and research collaboration.

6.9 REGULATORY FRAMEWORK

The project will be developed in accordance with applicable regulations governing:

- **Healthcare Operations**
- **Hospitality Operations**
- **Research Activities**
- **Commercial Operations**
- **Construction & Development**
- **Environmental Compliance**
- **Data Protection**
- **Workforce Regulations**

6.10 REGULATORY ROADMAP

Stage 1

- Development Planning & Approvals

Stage 2

- Design & Technical Approvals

Stage 3

- Construction Approvals

Stage 4

- Healthcare Licensing

Stage 5

- Hospitality Licensing

Stage 6

- Operational Readiness

Stage 7

- Full Campus Activation

6.11 RISK MANAGEMENT FRAMEWORK

Risk management forms a critical component of the DRC operating model.

The objective is to identify, assess, mitigate, and monitor risks throughout the project lifecycle.

ENTERPRISE RISK MATRIX

Table . 6.11 ENTERPRISE RISK MATRIX

Risk Category	Probability	Impact	Mitigation
Regulatory Delays	Medium	High	Early stakeholder engagement
Construction Cost Escalation	Medium	High	Fixed-price contracts where possible
Project Delays	Medium	High	Professional project management
Staffing Challenges	Medium	Medium	Early recruitment strategy
Medical Tourism Demand Variability	Medium	Medium	Diversified revenue streams
Technology Failures	Low	Medium	Redundant systems
Cybersecurity Threats	Medium	High	Enterprise-grade security
Economic Slowdowns	Medium	Medium	Multi-sector revenue model
Healthcare Competition	Low	Medium	Differentiated ecosystem
Occupancy Variability	Medium	Medium	Phased growth strategy

6.12 ESG FRAMEWORK

Environmental, Social, and Governance principles are integrated into the DRC development strategy.

6.12.1 ENVIRONMENTAL STRATEGY

Objectives

- Sustainable Development
- Resource Efficiency

- Environmental Responsibility
- Climate Resilience

Planned Initiatives

- **Energy-Efficient Buildings**
- **Smart Utility Systems**
- **Water Conservation**
- **Sustainable Landscaping**
- **Green Open Spaces**
- **Waste Management Systems**

6.13 SOCIAL IMPACT STRATEGY

Social impact represents a core component of the DRC mission.

Target Outcomes

- **Improved Healthcare Outcomes**
- **Enhanced Recovery Success Rates**
- **Workforce Reintegration**
- **Reduced Social Burden**
- **Family Stability**
- **Community Development**
- **Human Capital Growth**

Direct Beneficiaries

- Thousands of individuals annually.

Indirect Beneficiaries

- Families, employers, institutions, and communities.

6.14 GOVERNANCE STRATEGY

Commitment to:

- **Ethical Leadership**
- **Transparency**
- **Accountability**
- **Independent Oversight**
- **Responsible Growth**
- **Stakeholder Protection**

6.15 SOCIAL RETURN ON INVESTMENT (SROI)

Beyond financial performance, DRC seeks to generate measurable societal value through:

- **Improved Health Outcomes**
- **Reduced Relapse Rates**
- **Higher Employment Participation**
- **Improved Family Stability**
- **Reduced Long-Term Healthcare Costs**
- **Stronger Community Resilience**

6.16 STRATEGIC PARTNERSHIP FRAMEWORK

The DRC ecosystem will be strengthened through strategic partnerships.

Healthcare Institutions

- Knowledge sharing and referral pathways.

Universities

- Research and educational collaboration.

Technology Providers

- Digital healthcare innovation.

Sports Organizations

- Sports medicine and rehabilitation programs.

Hospitality Partners

- Tourism and wellness initiatives.

International Research Networks

- Academic collaboration and innovation.

6.17 LONG-TERM GROWTH STRATEGY

The DRC platform has been designed as a scalable ecosystem rather than a single-site healthcare facility.

6.17.1 PHASE I

DRC DHOFAR FLAGSHIP CAMPUS

- Years 1–6

Objective

- Establish the flagship integrated healthcare and human development ecosystem.

6.17.2 PHASE II

NATIONAL EXPANSION

- Years 6–10

Target Locations

- Muscat
- Sohar
- Other strategic locations

Objective

- Expand the DRC model throughout Oman.

6.17.3 PHASE III

GCC EXPANSION

- Years 10–15

Target Markets

- Saudi Arabia
- United Arab Emirates
- Qatar
- Kuwait
- Bahrain

Objective

- Establish a regional operating platform.

6.17.4 PHASE IV

INTERNATIONAL PARTNERSHIPS & LICENSING

- Years 15+

Objective

- Develop global partnerships and potential licensing opportunities.

6.18 EXPANSION VALUE DRIVERS

The growth strategy is supported by:

- **Healthcare Demand Growth**
- **Medical Tourism Expansion**
- **Sports Medicine Growth**

- **Digital Healthcare Adoption**
- **Human Capital Development Priorities**
- **Regional Market Expansion**

6.19 INVESTMENT OPPORTUNITY SUMMARY

DRC combines several characteristics rarely found within a single development:

✓ 300,000 sqm Master-Planned Campus

✓ USD 70 Million Development Program

✓ 13 Specialized Centers

✓ Integrated Healthcare Ecosystem

✓ Research & Innovation Institute

✓ Sports Medicine Platform

✓ Wellness Hotel & Villas

✓ Medical Tourism Strategy

✓ Technology-Enabled Healthcare

✓ Diversified Revenue Streams

✓ Scalable GCC Expansion Strategy

✓ Strong ESG & Social Impact Profile

✓ Institutional Governance Framework

✓ Balanced 50:50 Joint Venture Structure

6.20 FINAL INVESTMENT THESIS

DRC represents the development of a next-generation Human Recovery & Development Ecosystem designed to integrate healthcare, recovery, education, research, hospitality, sports medicine, technology, and workforce development within a single destination-scale platform.

The combination of strategic scale, diversified revenues, institutional governance, long-term growth potential, and measurable social impact positions DRC as a unique investment opportunity capable of generating sustainable financial returns while creating meaningful value for beneficiaries, communities, stakeholders, and investors.

6.21 CONCLUSION

The governance, ESG, risk management, regulatory, and growth frameworks presented in this section establish the institutional foundation required to support the long-term success of the DRC platform.

Together with the preceding sections, these frameworks demonstrate a clear pathway toward the development of one of the GCC's most ambitious healthcare, human development, medical tourism, and research ecosystems, supported by strong governance, disciplined execution, and sustainable value creation.

SECTION 7

7. REGULATORY STATUS, GOVERNMENT SUPPORT & IMPLEMENTATION ROADMAP

7.1 INTRODUCTION

One of the most significant strengths of the DRC investment opportunity is the strategic alignment between the project and national development priorities.

Unlike many large-scale healthcare developments that begin with land acquisition uncertainty, site identification challenges, and regulatory ambiguity, DRC benefits from a structured development concept supported by a clearly defined long-term vision and a substantial development footprint of approximately 300,000 square meters.

For institutional investors, government alignment, regulatory visibility, and implementation certainty represent critical risk mitigation factors.

This section outlines the regulatory framework, stakeholder ecosystem, government alignment, implementation roadmap, and project readiness strategy supporting the DRC platform.

7.2 STRATEGIC NATIONAL IMPORTANCE

DRC has been designed to contribute directly to multiple national priorities.

The project aligns with long-term objectives relating to:

- **Healthcare Development**
- **Human Capital Development**
- **Economic Diversification**
- **Medical Tourism**
- **Research & Innovation**
- **Workforce Reintegration**
- **Community Wellbeing**
- **Regional Development**

As a result, DRC is positioned not only as a commercial investment but also as a strategic socio-economic development platform.

7.3 LAND ALLOCATION STATUS

Development Site

- 300,000 Square Meters

Strategic Value

The scale of the allocated site provides:

- Development Flexibility
- Future Expansion Capacity
- Infrastructure Scalability
- Medical Tourism Opportunities
- Hospitality Development Potential
- Long-Term Asset Appreciation

Investor Significance

For large-scale projects, land acquisition often represents one of the highest-risk development stages.

The availability of a designated development footprint significantly reduces:

- Site Selection Risk
- Land Assembly Risk
- Future Expansion Constraints
- Capital Deployment Delays

7.4 GOVERNMENT ALIGNMENT FRAMEWORK

The DRC ecosystem has been intentionally structured to align with key national stakeholders.

7.5 PRIMARY GOVERNMENT STAKEHOLDERS

Ministry of Health

Potential areas of collaboration:

- Healthcare Standards
- Clinical Governance
- Licensing Pathways
- Healthcare Workforce Development
- Clinical Partnerships

Ministry of Labour

Potential areas of collaboration:

- Workforce Development
- Vocational Programs
- Employment Reintegration
- Human Development Initiatives

Ministry of Higher Education, Research & Innovation

Potential areas of collaboration:

- Research Activities
- Academic Partnerships
- Innovation Programs
- Scientific Development

Dhofar Governorate

Potential areas of collaboration:

- Regional Development
- Tourism Growth
- Community Development
- Infrastructure Coordination

Municipality Authorities

Potential areas of collaboration:

- Planning Approvals
- Infrastructure Integration
- Development Coordination

7.6 INSTITUTIONAL PARTNERSHIP ECOSYSTEM

The DRC model is designed around multi-stakeholder collaboration.

Universities

Potential partners:

- Sultan Qaboos University
- Dhofar University
- Regional Universities
- International Academic Institutions

Healthcare Institutions

Potential partners:

- Hospitals
- Healthcare Providers
- Clinical Networks
- International Healthcare Organizations

Sports Organizations

Potential partners:

- National Teams
- Professional Clubs
- Sports Federations
- International Sports Organizations

Research Organizations

Potential partners:

- Research Institutes
- Academic Centers
- International Think Tanks

7.7 REGULATORY DEVELOPMENT FRAMEWORK

The DRC project will require a structured regulatory pathway to support development and operations.

REGULATORY PHASE 1

- Concept Development & Strategic Planning

Objectives

- Master Planning
- Stakeholder Alignment
- Feasibility Validation
- Strategic Positioning

REGULATORY PHASE 2

- Technical Planning & Design

Objectives

- Architectural Design
- Engineering Design
- Technical Approvals
- Infrastructure Planning

REGULATORY PHASE 3

- Development Approvals

Objectives

- Construction Permits
- Utility Coordination
- Infrastructure Approvals
- Site Development Authorization

REGULATORY PHASE 4

- Healthcare Licensing

Objectives

- Clinical Licensing
- Operational Standards
- Healthcare Compliance
- Clinical Readiness

REGULATORY PHASE 5

- Hospitality Licensing

Objectives

- Hotel Operations
- Tourism Activities
- Hospitality Compliance

REGULATORY PHASE 6

- Research & Academic Licensing

Objectives

- Research Activities
- Academic Collaboration
- Scientific Programs

REGULATORY PHASE 7

- Operational Activation

Objectives

- Workforce Readiness
- Operational Testing
- Systems Integration
- Service Launch

7.8 PROJECT IMPLEMENTATION ROADMAP

The DRC development strategy follows a structured implementation model.

7.8.1 STAGE 1

Pre-Development

- Months 1–12

Activities

- Detailed Feasibility Studies
- Technical Master Planning
- Regulatory Engagement
- Financial Structuring
- Investor Due Diligence

7.8.2 STAGE 2

Development Mobilization

- Months 12–18

Activities

- Detailed Design
- Contractor Procurement
- Project Mobilization
- Infrastructure Preparation

7.8.3 STAGE 3

Phase I Construction

- Months 18–36

Activities

- Clinical Facilities
- Recovery Facilities
- Diagnostics Center
- Infrastructure Networks

7.8.4 STAGE 4

Phase II Construction

- Months 36–54

Activities

- Research Institute
- Vocational Academy
- Sports Medicine Facilities
- Technology Infrastructure

7.8.5 STAGE 5

Phase III Construction

- Months 54–72

Activities

- Wellness Hotel
- Villas
- Commercial Hub
- Expansion Assets

7.8.6 STAGE 6

Operational Stabilization

- Years 6–10

Activities

- Occupancy Growth
- Revenue Expansion
- Operational Optimization
- Medical Tourism Growth

7.9 PROJECT READINESS ASSESSMENT

Strategic Vision

Completed

Concept Development

Completed

Master Planning Framework

Completed

Investment Structure

Defined

Stakeholder Engagement Framework

Established

Development Roadmap

Defined

Financial Framework

Established

Expansion Strategy

Defined

7.10 INVESTMENT RISK REDUCTION FACTORS

Several factors contribute to reducing project risk.

Large Strategic Development Site

- Provides long-term development flexibility.

Diversified Revenue Streams

- Reduces dependency on a single business line.

Phased Development

- Reduces capital deployment risk.

Multiple Customer Segments

- Improves market resilience.

Government Alignment

- Supports long-term strategic relevance.

Regional Expansion Potential

- Creates additional growth opportunities.

Institutional Governance

- Enhances investor confidence.

7.11 IMPLEMENTATION GOVERNANCE

The project should be overseen through a structured implementation framework.

Project Steering Committee

- Strategic oversight.

Development Management Office

- Project execution.

Technical Advisory Team

- Engineering and construction review.

Financial Advisory Team

- Investment and capital management.

Legal & Regulatory Advisors

- Compliance and approvals.

7.12 STRATEGIC DEVELOPMENT MILESTONES

Table 25 . Strategic Development Milestones

Milestone	**Target**
Investor Selection	Year 1
Financial Close	Year 1
Detailed Design Completion	Year 1
Construction Commencement	Year 2
Phase I Completion	Year 3
Phase II Completion	Year 5
Phase III Completion	Year 6
Operational Stabilization	Year 8
National Expansion Evaluation	Year 8–10
GCC Expansion Evaluation	Year 10+

7.13 WHY THIS REDUCES INVESTOR RISK

Institutional investors typically evaluate projects across four dimensions:

- **Strategic Risk**
- **Development Risk**
- **Operational Risk**
- **Financial Risk**

The DRC platform addresses these areas through:

✓ Strategic Government Alignment

✓ Large-Scale Development Footprint

✓ Diversified Revenue Architecture

✓ Institutional Governance

✓ Phased Development Strategy

✓ Multiple Customer Segments

✓ Expansion Potential

✓ Strong ESG Positioning

7.14 CONCLUSION

The DRC project benefits from a combination of strategic scale, regulatory visibility, institutional alignment, phased implementation, and long-term development flexibility.

The presence of a 300,000 sqm development platform, structured implementation roadmap, diversified operating model, and strong alignment with national priorities significantly strengthens the project's investment profile.

Together with the preceding sections, this regulatory and implementation framework provides investors with a clear pathway toward the development of a transformative healthcare, human development, research, sports medicine, and medical tourism ecosystem capable of generating sustainable long-term value.

APPENDICES

Appendix A – Detailed Financial Assumptions

Appendix B – Occupancy & Utilization Assumptions

Appendix C – Revenue Forecast Assumptions

Appendix D – Governance & Board Structure

Appendix E – Enterprise Risk Register

Appendix F – Expansion Strategy

Appendix G – Market Research & Industry Data

Appendix H – Legal, Regulatory & Development Documentation

Appendix H – Land Development & Regulatory Framework

Appendix I – Enterprise Risk Register & Risk Mitigation Framework

Appendix J – Strategic Partnerships, Institutional Alignment & Ecosystem Development Framework

Appendix K – Definitions, Abbreviations & Legal Disclaimers

Contact Information

APPENDIX A

DETAILED FINANCIAL ASSUMPTIONS

DRC – HUMAN RECOVERY & DEVELOPMENT ECOSYSTEM

Confidential Information Memorandum

Capital Requirement: USD 70 Million

PURPOSE OF THIS APPENDIX

This appendix outlines the principal assumptions used by management in preparing the preliminary financial projections contained within this Confidential Information Memorandum.

The assumptions presented herein are intended solely for illustrative planning purposes and remain subject to detailed feasibility analysis, engineering validation, market studies, due diligence, and final Board approval.

The financial model has been prepared using a conservative-to-base-case methodology and assumes phased development, gradual occupancy growth, and progressive activation of business units.

CORE DEVELOPMENT ASSUMPTIONS

Item	Assumption
Total Development Area	300,000 sqm
Total Capital Investment	USD 70 Million
Development Period	6 Years
Stabilization Period	Years 7–10
Development Structure	3 Phases

Item	Assumption
Investment Structure	50:50 Joint Venture
Revenue Streams	12
Specialized Centers	13
Medical Tourism Platform	Included
Research Institute	Included
Wellness Hotel & Villas	Included

CAPITAL DEPLOYMENT ASSUMPTIONS

Phase I

- Years 1–2

Investment:

- USD 25 Million

Assets Activated

- Men's Recovery Center
- Women's Recovery Center
- Psychiatric Center
- Diagnostics Center
- Infrastructure Networks
- Utilities
- Security Systems

Phase II

- Years 2–4

Investment:

- USD 20 Million

Assets Activated

- Research Institute
- Vocational Academy
- Sports Medicine Complex
- Telehealth Platform
- Technology Infrastructure

Phase III

Years 4–6

Investment:

- USD 25 Million

Assets Activated

- Wellness Hotel
- Villas
- Commercial Hub
- Hospitality Facilities

OPERATING ASSUMPTIONS

The financial model assumes gradual operational ramp-up as facilities become active.

Clinical Services

Ramp-up Period:

- 36 Months

Target Stabilized Utilization:

- 80%

Recovery Programs

Target Occupancy:

- 75%–90%

Average Program Duration:

- Determined by treatment pathway.

Executive Wellness Programs

Target Utilization:

- 60%–75%

Sports Medicine Programs

Target Utilization:

- 55%–75%

Telehealth Services

Target Annual Growth:

- 10%–15%

HOSPITALITY ASSUMPTIONS

Wellness Hotel

Target Occupancy:

- 60%–75%

Target Stabilization:

- Years 7–8

Villas

Target Occupancy:

- 65%–80%

Target Stabilization:

- Years 7–8

Medical Tourism Packages

Growth Assumption:

- 10%–20% annually following operational launch.

COMMERCIAL HUB ASSUMPTIONS

Leasing Occupancy

Target Occupancy:

- 95%

Lease Structure:

- Long-Term Commercial Agreements

Tenant Categories

- Retail
- Food & Beverage
- Wellness Brands
- Pharmacies
- Service Providers

RESEARCH INSTITUTE ASSUMPTIONS

Revenue Sources

- Research Grants
- Sponsored Studies
- Academic Partnerships
- Conferences
- Professional Training

Target Revenue Contribution

- Approximately 3% of total revenue at maturity.

CORPORATE WELLNESS ASSUMPTIONS

Target Clients

- Government Institutions
- Corporations
- Large Employers
- Strategic Partners

Growth Assumption

- 5%–10% annual growth after launch.

REVENUE GROWTH ASSUMPTIONS

The financial model assumes gradual activation of business units and progressive market penetration.

Revenue Forecast

Year	Revenue
Year 1	$8M
Year 2	$14M
Year 3	$22M
Year 4	$32M
Year 5	$42M
Year 6	$52M
Year 7	$60M
Year 8	$67M
Year 9	$72M
Year 10	$78M

EBITDA ASSUMPTIONS

The model assumes operating leverage improves as utilization increases.

EBITDA Forecast

Year	EBITDA
Year 1	$2.4M
Year 2	$4.8M
Year 3	$8.1M
Year 4	$12.2M
Year 5	$17.5M
Year 6	$22.4M
Year 7	$27.0M
Year 8	$31.1M
Year 9	$34.0M
Year 10	$37.4M

INFLATION ASSUMPTIONS

Item	Assumption
General Inflation	2%–4%
Salary Inflation	3%–5%

Item	Assumption
Healthcare Cost Inflation	3%–6%
Hospitality Cost Inflation	2%–4%

DISCOUNT RATE ASSUMPTIONS

The NPV analysis assumes:

Base Discount Rate:

- 10%–12%

Sensitivity Range:

- 8%–14%

TAX ASSUMPTIONS

The financial model assumes compliance with all applicable laws and regulations.

Future tax impacts remain subject to legal, regulatory, and jurisdictional requirements at the time of implementation.

FINANCING ASSUMPTIONS

Current financial projections assume:

- Primary Funding Source:
- Equity Capital

Future financing alternatives may include:

- Project Debt
- Infrastructure Financing
- Expansion Capital

- Strategic Partnerships

EXIT ASSUMPTIONS

Potential exit routes include:

- Strategic Sale
- Infrastructure Fund Acquisition
- Sovereign Participation
- Recapitalization
- Public Listing

Valuation assumptions depend upon market conditions, operating performance, and future growth opportunities.

PROJECTED INVESTMENT METRICS

Based upon the assumptions contained within this appendix.

Metric	Range
Project IRR	18%–22%
Equity IRR	20%–24%
Equity Multiple	2.5x–4.0x
Payback Period	5–7 Years
NPV	$80M–$120M

MANAGEMENT DISCLAIMER

The assumptions contained within this appendix represent management estimates prepared for planning and investment evaluation purposes.

Actual results may differ materially due to market conditions, regulatory developments, operating performance, financing structure, macroeconomic factors, construction costs, healthcare demand, tourism trends, and other variables beyond management control.

These assumptions should be reviewed in conjunction with detailed technical, legal, financial, and operational due diligence.

APPENDIX A CONCLUSION

The assumptions presented herein establish the foundation of the DRC financial model and support management's view that the project possesses the potential to generate attractive long-term financial returns while delivering significant healthcare, social, educational, and economic impact.

These assumptions form the basis for the occupancy forecasts, revenue projections, EBITDA forecasts, IRR calculations, NPV analysis, and long-term value creation framework presented throughout this Confidential Information Memorandum.

APPENDIX B

OCCUPANCY, UTILIZATION & OPERATING CAPACITY ASSUMPTIONS

DRC – HUMAN RECOVERY & DEVELOPMENT ECOSYSTEM

Confidential Information Memorandum

PURPOSE OF THIS APPENDIX

This appendix outlines the occupancy, utilization, capacity, and operational assumptions supporting the revenue forecasts presented within the DRC Confidential Information Memorandum.

These assumptions provide the operational foundation underlying projected revenues, EBITDA forecasts, IRR calculations, and long-term value creation estimates.

The assumptions reflect management's base-case scenario and are intended for investment evaluation purposes only.

OCCUPANCY PHILOSOPHY

The DRC operating model has been intentionally structured around gradual ramp-up and phased stabilization.

Management has avoided aggressive occupancy assumptions commonly used in early-stage developments.

The model assumes:

- Progressive Market Penetration
- Gradual Brand Recognition
- Controlled Capacity Growth
- Conservative Utilization Rates
- Long-Term Stabilization

This approach reduces forecast risk and enhances financial credibility.

CLINICAL & RECOVERY CENTERS

Men's Recovery Center

Licensed Capacity

- 150 Beds

Occupancy Assumptions

Year	Occupancy
Year 1	45%
Year 2	55%
Year 3	65%
Year 4	75%
Year 5	80%
Year 6+	85%

Women's Recovery Center

Licensed Capacity

- 50 Beds

Occupancy Assumptions

Year	Occupancy
Year 1	40%
Year 2	50%

Year	Occupancy
Year 3	60%
Year 4	70%
Year 5	75%
Year 6+	80%

PSYCHIATRIC & MENTAL HEALTH CENTER

Inpatient Services

Target Stabilized Occupancy:

- 75%–85%

Outpatient Services

Target Annual Growth:

- 8%–12%

Consultation Utilization

Target Capacity Utilization:

- 70%–85%

SPEECH & COMMUNICATION CENTER

Treatment Capacity

Designed for both inpatient and outpatient services.

Utilization Assumptions

Year	Utilization
Year 1	40%
Year 2	50%
Year 3	60%
Year 4	70%
Year 5	75%
Year 6+	80%

EXECUTIVE WELLNESS FACILITIES

VIP Recovery Suites

Stabilized Occupancy

- 65%–80%

Peak Seasons

- 75%–90%

Average Length of Stay

- Program-dependent.

Revenue Profile

- Premium Pricing
- High Margin

SPORTS MEDICINE COMPLEX

Sports Science Center

Target Utilization

Year	Utilization
Year 1	30%
Year 2	40%
Year 3	50%
Year 4	60%
Year 5	70%
Year 6+	75%

Sports Rehabilitation Center

Target Utilization

- 55%–75%

Seasonal Utilization

Higher during:

- GCC Sports Seasons
- International Training Camps
- Tournament Preparations

RESEARCH INSTITUTE

Facility Utilization

Target Operational Utilization:

- 60%–80%

Research Program Growth

Target Annual Growth:

- 5%–10%

Conference & Training Utilization

Target Occupancy:

- 50%–70%

VOCATIONAL DEVELOPMENT ACADEMY

Classroom Utilization

Target Utilization:

- 60%–85%

Program Enrollment Growth

Target Annual Growth:

- 5%–12%

Certification Programs

- Progressive growth expected following stabilization.

TELEHEALTH PLATFORM

Initial Adoption

- Years 1–3

Moderate growth phase.

Stabilized Utilization

Target Annual Growth:

- 10%–15%

Strategic Objective

- Expand DRC services beyond physical campus boundaries.

WELLNESS HOTEL

Occupancy Forecast

Year	Occupancy
Opening Year	40%
Year 2	50%
Year 3	60%
Year 4	65%
Year 5	70%
Stabilized	75%

Seasonal Occupancy

Khareef Season

- 75%–95%

Peak Tourism Periods

- 70%–90%

Off-Peak Periods

- 45%–65%

PRIVATE VILLAS

Occupancy Forecast

Year	Occupancy
Opening Year	45%
Year 2	55%
Year 3	65%
Year 4	70%
Stabilized	80%

Target Market

- Medical Tourists
- Families
- Executives
- Long-Term Guests

COMMERCIAL HUB

Leasing Assumptions

Target Occupancy:

- 95%

Lease Structure

- Long-Term Commercial Agreements

Tenant Mix

- Retail
- Cafés
- Restaurants
- Pharmacies
- Wellness Services
- Convenience Services

MEDICAL TOURISM PLATFORM

Growth Assumptions

Year	Growth
Years 1–3	10%
Years 4–6	15%
Years 7–10	20%

Target Markets

- GCC Countries

- South Asia
- East Africa
- International Wellness Travelers

CORPORATE WELLNESS PROGRAMS

Utilization Assumptions

Target Growth:

- 5%–10% Annually

Client Categories

- Government Entities
- Corporations
- Strategic Employers

CAMPUS-WIDE UTILIZATION ASSUMPTIONS

Stabilized Utilization Rates

Business Unit	Target Utilization
Men's Recovery Center	85%
Women's Recovery Center	80%
Psychiatric Center	80%
Speech Center	80%
Executive Wellness	75%
Sports Medicine	75%

Business Unit	Target Utilization
Research Institute	75%
Vocational Academy	80%
Wellness Hotel	75%
Villas	80%
Commercial Hub	95%

CAPACITY EXPANSION ASSUMPTIONS

The 300,000 sqm development site provides significant future growth capacity.

Potential expansion opportunities include:

- **Additional Clinical Capacity**
- **Additional Hospitality Assets**
- **Expanded Research Facilities**
- **Technology Innovation Centers**
- **Specialized Centers of Excellence**
- **Regional Satellite Facilities**

UTILIZATION RISK ANALYSIS

Conservative Scenario

Average utilization:

- 10%–15% below forecast.

Base Scenario

- Utilization as forecast.

Upside Scenario

Utilization:

- 10%–20% above forecast.

Impact

Management estimates that occupancy and utilization represent the most significant drivers of revenue growth and overall project returns.

KEY INVESTOR TAKEAWAYS

- **Occupancy assumptions are phased.**
- **No business unit assumes immediate stabilization.**
- **Forecasts are based on gradual market penetration.**
- **Hospitality assumptions reflect tourism seasonality.**
- **Revenue projections are supported by diversified utilization drivers.**
- **The model avoids dependence on any single facility.**
- **Significant future expansion capacity remains available.**

APPENDIX B CONCLUSION

The occupancy and utilization assumptions presented in this appendix form a critical component of the DRC financial model.

The phased ramp-up strategy, diversified utilization drivers, conservative stabilization assumptions, and scalable campus design support management's belief that the DRC platform can achieve sustainable long-term operational performance while maintaining prudent risk management principles.

These assumptions directly support the revenue forecasts, EBITDA projections, IRR calculations, and long-term value creation framework contained within this Confidential Information Memorandum.

APPENDIX C

REVENUE FORECAST ASSUMPTIONS & DEPARTMENT-LEVEL REVENUE MODEL

DRC – HUMAN RECOVERY & DEVELOPMENT ECOSYSTEM

Confidential Information Memorandum

PURPOSE OF THIS APPENDIX

This appendix outlines the principal revenue assumptions supporting the financial projections presented throughout the DRC Confidential Information Memorandum.

The objective is to demonstrate the diversity of revenue generation across the DRC ecosystem and provide investors with visibility into the underlying drivers of projected financial performance.

The DRC model has been intentionally designed to avoid reliance upon any single source of income.

Revenue generation is distributed across twelve independent business units operating within four strategic development zones.

REVENUE MODEL PHILOSOPHY

The DRC platform is structured around three fundamental principles:

- **Revenue Diversification**
- **Multiple Customer Segments**
- **Long-Term Recurring Income**

Unlike traditional healthcare facilities that rely primarily on clinical services, DRC integrates healthcare, hospitality, education, sports medicine, technology, research, and commercial operations.

This creates a resilient operating model capable of generating sustainable cash flow throughout multiple economic cycles.

DEPARTMENT-LEVEL REVENUE STRUCTURE

Revenue Stream 1

CLINICAL HEALTHCARE SERVICES

Departments

- Psychiatry
- Psychology
- Mental Health Services
- Assessments
- Diagnostics
- Outpatient Clinics

Revenue Drivers

- Patient Volume
- Consultation Volume
- Diagnostic Services
- Treatment Programs

Target Revenue Contribution

- 20%

Revenue Profile

- Recurring
- High Stability

REVENUE STREAM 2

RESIDENTIAL RECOVERY PROGRAMS

Facilities

- Men's Recovery Center

- Women's Recovery Center

Revenue Drivers

- Bed Occupancy
- Length of Stay
- Program Complexity
- Specialized Services

Target Revenue Contribution

- 18%

Revenue Profile

- Recurring
- High Margin

REVENUE STREAM 3

GOVERNMENT & INSTITUTIONAL PROGRAMS

Services

- Recovery Programs
- Workforce Reintegration
- Human Development Programs
- Specialized Rehabilitation

Revenue Drivers

- Contract Volume
- Program Duration
- Institutional Partnerships

Target Revenue Contribution

- 15%

Revenue Profile

- Long-Term Contract Revenue
- Highly Stable

REVENUE STREAM 4

EXECUTIVE WELLNESS SERVICES

Services

- Executive Recovery
- Burnout Management
- Wellness Retreats
- Preventive Health Programs

Target Market

- Executives
- Government Leaders
- High-Net-Worth Individuals
- International Clients

Target Revenue Contribution

- 8%

Revenue Profile

- Premium Pricing
- High Margin

REVENUE STREAM 5

SPORTS MEDICINE & PERFORMANCE

Services

- Rehabilitation
- Sports Science
- Athlete Assessments
- Performance Optimization
- Training Camps

Revenue Drivers

- Athlete Volume
- Team Contracts
- Camp Utilization

Target Revenue Contribution

- 7%

Revenue Profile

- Growth-Oriented
- Premium Market

REVENUE STREAM 6

MEDICAL TOURISM PROGRAMS

Services

- Recovery Tourism
- Wellness Tourism
- Executive Wellness Packages
- International Rehabilitation Programs

Revenue Drivers

- International Patient Volume
- Package Sales
- Tourism Partnerships

Target Revenue Contribution

- 8%

Revenue Profile

- High Growth Potential

REVENUE STREAM 7

WELLNESS HOTEL & VILLAS

Revenue Sources

- Room Revenue
- Villas Revenue
- Food & Beverage
- Conferences
- Wellness Packages
- Events

Revenue Drivers

- Occupancy
- Average Daily Rate (ADR)
- Guest Spending

Target Revenue Contribution

- 8%

Revenue Profile

- Asset-Based Revenue
- Recurring

REVENUE STREAM 8

COMMERCIAL LEASING

Assets

- Retail Units
- Restaurants
- Pharmacies
- Wellness Operators
- Service Providers

Revenue Drivers

- Lease Occupancy
- Rental Rates
- Tenant Mix

Target Revenue Contribution

- 5%

Revenue Profile

- Low Operational Risk

REVENUE STREAM 9

RESEARCH & INNOVATION

Revenue Sources

- Research Grants
- Sponsored Studies
- Conferences
- Publications
- Training Programs

Target Revenue Contribution

- 3%

Revenue Profile

- Strategic Revenue
- Reputation Enhancement

REVENUE STREAM 10

TELEHEALTH & DIGITAL HEALTH

Services

- Teleconsultations
- Follow-Up Care
- Remote Monitoring
- Digital Therapeutics

Revenue Drivers

- User Growth
- Consultation Volume
- Digital Adoption

Target Revenue Contribution

- 3%

Revenue Profile

- Scalable
- Low Capital Requirement

REVENUE STREAM 11

CORPORATE WELLNESS PROGRAMS

Services

- Employee Wellness
- Leadership Wellness
- Resilience Programs
- Mental Health Support

Revenue Drivers

- Corporate Contracts
- Program Participation
- Annual Renewals

Target Revenue Contribution

- 3%

Revenue Profile

- Recurring B2B Revenue

REVENUE STREAM 12

VOCATIONAL DEVELOPMENT PROGRAMS

Services

- Training Programs
- Certifications
- Workforce Readiness
- Entrepreneurship Development

Revenue Drivers

- Enrollment
- Program Fees
- Institutional Partnerships

Target Revenue Contribution

- 2%

Revenue Profile

- Impact-Oriented Revenue

TARGET REVENUE MIX AT MATURITY

Revenue Source	Contribution
Clinical Services	20%
Recovery Programs	18%
Government Programs	15%
Executive Wellness	8%

Revenue Source	Contribution
Sports Medicine	7%
Medical Tourism	8%
Hotel & Villas	8%
Commercial Leasing	5%
Research Programs	3%
Telehealth	3%
Corporate Wellness	3%
Vocational Programs	2%

REVENUE BY DEVELOPMENT ZONE

Zone	Revenue Share
Zone A – Clinical & Recovery	38%
Zone B – Research & Executive	19%
Zone C – Human Development	10%
Zone D – Medical Tourism & Commercial	33%

TEN-YEAR REVENUE FORECAST

Year	Revenue
Year 1	$8,000,000
Year 2	$14,000,000
Year 3	$22,000,000
Year 4	$32,000,000
Year 5	$42,000,000
Year 6	$52,000,000
Year 7	$60,000,000
Year 8	$67,000,000
Year 9	$72,000,000
Year 10	$78,000,000

REVENUE GROWTH DRIVERS

Healthcare Demand Growth

- Increasing awareness of behavioral healthcare and recovery services.

Medical Tourism Expansion

- Growing demand for integrated recovery and wellness destinations.

Hospitality Performance

- Improving occupancy and guest spending.

Sports Medicine Adoption

- Increasing participation from regional sports organizations.

Digital Health Expansion

- Growing telehealth and remote care adoption.

Research Growth

- Expansion of research partnerships and grants.

Government Partnerships

- Long-term institutional service agreements.

REVENUE CONCENTRATION ANALYSIS

A key strength of the DRC business model is the absence of excessive dependence on a single revenue source.

Largest Revenue Category

Clinical Services

- 20%

Combined Top Three Categories

- 53%

Remaining Revenue Sources

- 47%

Investor Benefit

- Reduced concentration risk.
- Improved operational resilience.
- Greater earnings stability.

REVENUE RISK ANALYSIS

Conservative Scenario

Revenue:

- 10–15% below projections.

Expected IRR:

- 14–16%

Base Scenario

Revenue:

- As projected.

Expected IRR:

- 18–22%

Upside Scenario

Revenue:

- 10–20% above projections.

Expected IRR:

- 24–30%

LONG-TERM VALUE CREATION

The DRC revenue model creates value through:

- **Healthcare Operations**
- **Hospitality Operations**
- **Medical Tourism**
- **Government Programs**
- **Research Activities**
- **Technology Platforms**
- **Commercial Assets**
- **Regional Expansion**

These combined activities support long-term enterprise value growth beyond annual operating revenues.

KEY INVESTOR TAKEAWAYS

✓ Twelve Independent Revenue Streams

✓ Multiple Customer Segments

✓ Diversified Revenue Sources

✓ Healthcare & Hospitality Integration

✓ Medical Tourism Platform

✓ Technology-Enabled Revenue

✓ Commercial Leasing Revenue

✓ Long-Term Government Programs

✓ Scalable Operating Model

✓ Regional Expansion Potential

APPENDIX C CONCLUSION

The DRC revenue model has been intentionally structured to provide diversified, recurring, and scalable income streams capable of supporting long-term financial sustainability.

The combination of healthcare services, recovery programs, hospitality operations, medical tourism, research activities, technology-enabled care, and commercial leasing creates a resilient revenue architecture designed to generate attractive risk-adjusted returns while supporting the long-term strategic vision of the DRC platform.

APPENDIX D

IRR, NPV, PAYBACK PERIOD & INVESTMENT RETURN METHODOLOGY

DRC – HUMAN RECOVERY & DEVELOPMENT ECOSYSTEM

Confidential Information Memorandum

PURPOSE OF THIS APPENDIX

This appendix outlines the methodology, assumptions, and analytical framework used in calculating the projected investment returns presented throughout the DRC Confidential Information Memorandum.

The objective is to provide investors with transparency regarding the financial assumptions supporting projected returns and long-term value creation.

The calculations presented herein are based upon management's current base-case assumptions and should be interpreted as indicative planning estimates subject to further feasibility analysis, technical validation, and detailed financial modeling.

INVESTMENT RETURN PHILOSOPHY

The DRC investment thesis is based upon the creation of value through multiple channels rather than relying solely on annual operating profits.

The project seeks to generate value through:

- **Operating Cash Flows**
- **Healthcare Revenues**
- **Hospitality Revenues**
- **Medical Tourism Revenues**
- **Commercial Leasing Revenues**
- **Technology Revenues**
- **Research Revenues**
- **Real Estate Appreciation**
- **Enterprise Value Growth**

This diversified value creation model supports long-term investor returns.

RETURN MEASUREMENT FRAMEWORK

The DRC financial model evaluates performance through five primary metrics:

Metric 1

Project Internal Rate of Return (IRR)

- Measures the expected annualized return generated by the project.

Metric 2

Equity Internal Rate of Return (Equity IRR)

- Measures the expected return attributable to equity investors.

Metric 3

Net Present Value (NPV)

- Measures the value created above the required return threshold.

Metric 4

Equity Multiple

- Measures total value generated relative to invested capital.

Metric 5

Payback Period

- Measures the estimated time required to recover invested capital.

INTERNAL RATE OF RETURN (IRR)

Definition

IRR represents the discount rate at which the net present value of future project cash flows equals zero.

IRR is widely used by institutional investors to evaluate project attractiveness.

DRC Project IRR

Base Case

- 18% – 22%

Conservative Case

- 14% – 16%

Upside Case

- 24% – 30%

Interpretation

- An IRR within this range would position DRC competitively against many healthcare, hospitality, and infrastructure investments within emerging and regional markets.

EQUITY INTERNAL RATE OF RETURN

Definition

Equity IRR measures the return attributable specifically to shareholders after accounting for operating performance and capital deployment.

DRC Equity IRR

Base Case

- 20% – 24%

Conservative Case

- 16% – 18%

Upside Case

- 26% – 32%

Interpretation

- The projected Equity IRR reflects the value created through operational growth, revenue diversification, and enterprise value appreciation.

NET PRESENT VALUE (NPV)

Definition

NPV measures the present value of future cash flows discounted at the required rate of return.

A positive NPV indicates that a project is expected to create value beyond the required return threshold.

Discount Rate Assumptions

Scenario	Discount Rate
Conservative	14%
Base Case	10%–12%
Upside	8%–10%

DRC NPV

Base Case

- USD 80 Million – USD 120 Million

Interpretation

- The positive NPV indicates that management believes the project has the potential to create significant shareholder value over its lifecycle.

EQUITY MULTIPLE

Definition

The Equity Multiple measures the total value returned to investors relative to the original capital invested.

Formula

$$\frac{\text{Total Investor Proceeds}}{\text{Initial Equity Investment}}$$

DRC Equity Multiple

Base Case

- 2.5x – 4.0x

Interpretation

- Every USD 1 invested has the potential to generate USD 2.5–4.0 in total value under the base-case assumptions.

PAYBACK PERIOD

Definition

The Payback Period represents the estimated time required for investors to recover their original capital investment.

DRC Payback Estimate

Base Case

- 5–7 Years

Conservative Case

- 7–9 Years

Upside Case

- 4–5 Years

Interpretation

- The diversified revenue model supports multiple pathways toward capital recovery.

VALUE CREATION DRIVERS

The projected investment returns are supported by several interconnected value drivers.

Driver 1

Healthcare Revenue Growth

- Growth in clinical services and recovery programs.

Driver 2

Hospitality Performance

- Improved hotel and villa occupancy.

Driver 3

Medical Tourism Growth

- Expansion of regional and international patient demand.

Driver 4

Government Programs

- Long-term institutional partnerships.

Driver 5

Sports Medicine Expansion

- Increasing utilization of sports facilities.

Driver 6

Commercial Leasing

- Stable recurring rental income.

Driver 7

Technology Revenue

- Growth in telehealth and digital services.

Driver 8

Asset Appreciation

- Long-term value growth of the development platform.

DCF VALUATION METHODOLOGY

The DRC valuation model utilizes a Discounted Cash Flow (DCF) framework.

Key Inputs

- **Revenue Growth**
- **EBITDA Growth**
- **Capital Expenditure**
- **Operating Costs**
- **Discount Rate**
- **Terminal Value**

Analysis Horizon

- 10 Years

Terminal Value

- Calculated using long-term stabilized operations.

SCENARIO ANALYSIS

CONSERVATIVE CASE

Assumptions

- Slower occupancy growth
- Delayed tourism demand
- Lower sports medicine utilization
- Higher operating costs

Project IRR

- 14%–16%

Equity IRR

- 16%–18%

Payback

- 7–9 Years

BASE CASE

Assumptions

- Planned development schedule
- Target occupancy achievement
- Stable economic conditions
- Expected tourism growth

Project IRR

- 18%–22%

Equity IRR

- 20%–24%

Payback

- 5–7 Years

UPSIDE CASE

Assumptions

- Strong GCC demand
- Accelerated medical tourism growth
- Higher hospitality performance
- Strong sports medicine utilization

Project IRR

- 24%–30%

Equity IRR

- 26%–32%

Payback

- 4–5 Years

SENSITIVITY ANALYSIS

Revenue Sensitivity

Revenue Change	IRR Impact
+15% Revenue	+4.0%

Revenue Change	IRR Impact
+10% Revenue	+2.5%
Base Case	0%
-10% Revenue	-2.0%
-15% Revenue	-4.0%

Occupancy Sensitivity

Occupancy Change	IRR Impact
+15% Occupancy	+3.0%
+10% Occupancy	+2.0%
Base Case	0%
-10% Occupancy	-2.0%
-15% Occupancy	-3.5%

Construction Cost Sensitivity

Cost Change	IRR Impact
+5% Cost	-0.8%
+10% Cost	-1.5%
+15% Cost	-2.2%

INVESTOR VALUE CREATION TIMELINE

Stage	Value Driver
Years 1–2	Infrastructure Development
Years 2–4	Clinical Operations
Years 4–6	Sports & Research Growth
Years 6–8	Hospitality Stabilization
Years 8–10	Full Ecosystem Optimization
Year 10+	Regional Expansion Potential

INVESTMENT COMMITTEE SUMMARY

Based on management assumptions, DRC demonstrates:

✓ Positive Net Present Value

✓ Attractive Project IRR

✓ Strong Equity IRR

✓ Multiple Revenue Sources

✓ Diversified Cash Flow Generation

✓ Long-Term Asset Appreciation Potential

✓ Multiple Exit Pathways

✓ Regional Expansion Opportunities

MANAGEMENT DISCLAIMER

The financial metrics presented in this appendix are based upon management assumptions and planning estimates.

Actual results may differ materially depending upon market conditions, development timing, occupancy performance, tourism demand, operating costs, financing structure, regulatory developments, and other factors beyond management control.

Investors should undertake independent financial, legal, technical, and commercial due diligence prior to making any investment decision.

APPENDIX D CONCLUSION

The investment return framework presented herein supports management's belief that DRC possesses the potential to generate attractive risk-adjusted returns through a combination of operating cash flows, diversified revenue streams, asset appreciation, and long-term platform growth.

The combination of healthcare infrastructure, medical tourism, hospitality assets, research activities, technology platforms, and regional expansion opportunities creates a comprehensive value creation model capable of supporting long-term investor returns and sustainable shareholder value.

APPENDIX E

GOVERNANCE FRAMEWORK, BOARD STRUCTURE & ORGANIZATIONAL ARCHITECTURE

DRC – HUMAN RECOVERY & DEVELOPMENT ECOSYSTEM

Confidential Information Memorandum

PURPOSE OF THIS APPENDIX

This appendix presents the governance architecture, board structure, executive leadership framework, decision-making authority, investor protection mechanisms, and organizational model supporting the DRC platform.

Strong governance is a critical requirement for institutional investors, sovereign funds, healthcare operators, family offices, and strategic partners.

The DRC governance framework has been designed to align shareholder interests, protect investor capital, support operational excellence, and provide transparency throughout the development and operating lifecycle.

GOVERNANCE PHILOSOPHY

The governance framework is based on five core principles:

Transparency

Providing investors with visibility into operational and financial performance.

Accountability

Establishing clear responsibilities throughout the organization.

Independence

Utilizing independent oversight mechanisms where appropriate.

Investor Protection

Protecting shareholder interests through defined governance controls.

Sustainable Growth

Supporting long-term value creation rather than short-term decision-making.

SHAREHOLDER STRUCTURE

Proposed Joint Venture Structure

Shareholder	Equity Ownership
Founder Group	50%
Strategic Investor	50%

BOARD OF DIRECTORS

Recommended Board Structure

Position	Seats
Founder Representatives	2
Investor Representatives	2
Independent Chairman	1
Total Board Members	**5**

BOARD MANDATE

The Board shall provide strategic oversight and governance for the DRC platform.

Responsibilities include:

- **Corporate Strategy**
- **Capital Allocation**
- **Financial Oversight**
- **Risk Oversight**
- **Expansion Approvals**
- **Investor Protection**
- **Executive Performance Review**
- **ESG Oversight**
- **Long-Term Value Creation**

RESERVED MATTERS

The following matters require joint shareholder approval.

- **Additional Debt Financing**
- **Asset Sales**
- **Equity Issuance**
- **Strategic Acquisitions**
- **Mergers**
- **Material Capital Expenditure**
- **Business Plan Amendments**
- **Related Party Transactions**
- **Major Strategic Partnerships**

INVESTOR RIGHTS FRAMEWORK

The Strategic Investor shall be entitled to:

- **Board Representation**
- **Information Rights**
- **Audit Rights**

- **Voting Rights**
- **Dividend Rights**
- **Exit Rights**
- **Reserved Matter Protection**

REPORTING FRAMEWORK

Monthly Reporting

Operational Dashboard

Quarterly Reporting

- Management Reports
- Financial Performance
- Risk Review

Annual Reporting

- Audited Financial Statements
- ESG Performance
- Strategic Review
- Business Plan Update

ORGANIZATIONAL STRUCTURE

DRC GOVERNANCE HIERARCHY

EXECUTIVE LEADERSHIP STRUCTURE

Chief Executive Officer (CEO)

- Responsible for:
- Overall Leadership
- Strategic Execution
- Investor Relations
- Growth Management
- Institutional Partnerships

Chief Medical Officer (CMO)

Responsible for:

- Clinical Governance
- Patient Safety
- Healthcare Standards
- Medical Quality

Chief Financial Officer (CFO)

Responsible for:

- Financial Management
- Capital Planning
- Investor Reporting
- Audit Coordination
- Treasury Management

Chief Operating Officer (COO)

Responsible for:

- Campus Operations
- Service Delivery
- Operational Performance
- Infrastructure Management

Chief Technology Officer (CTO)

Responsible for:

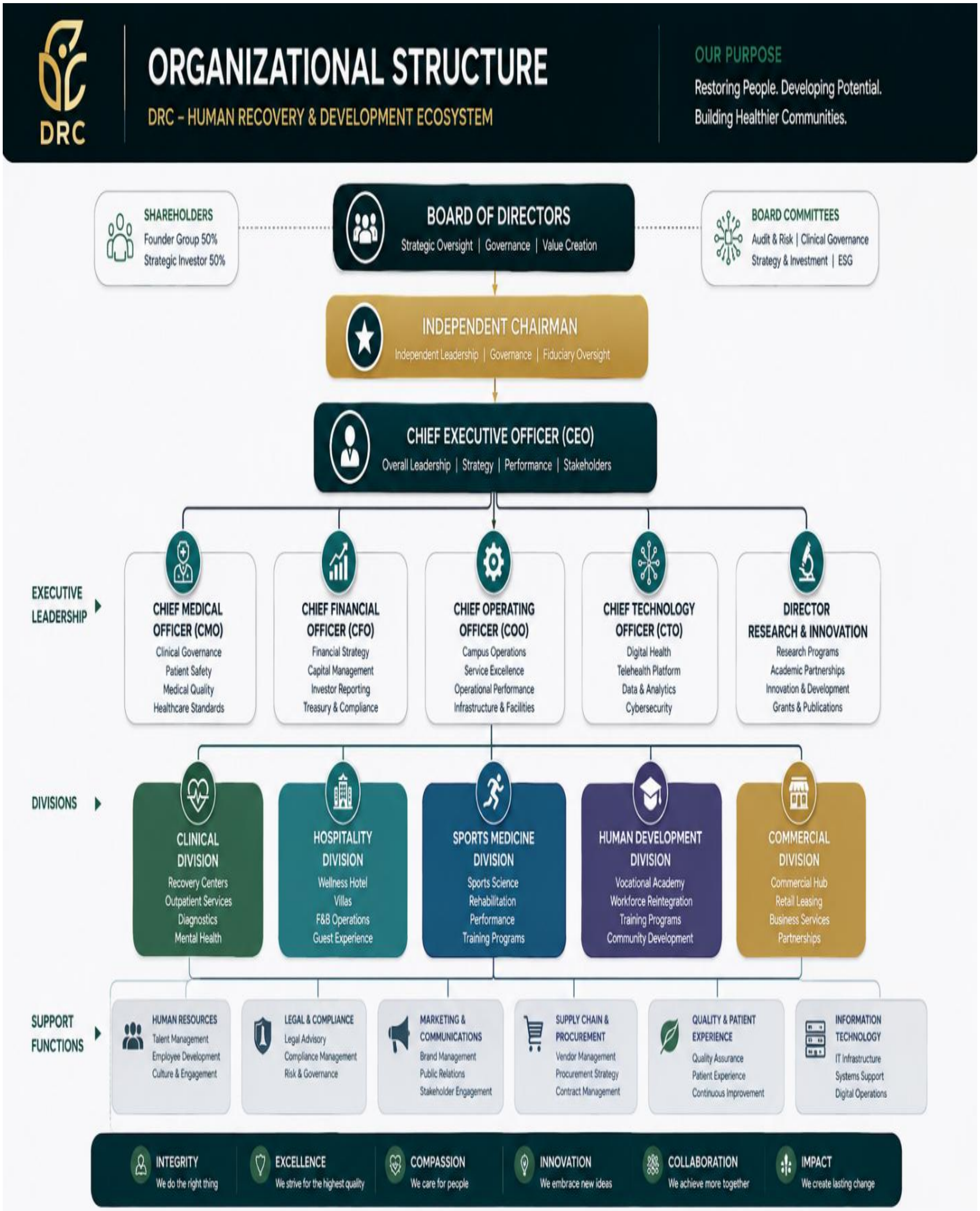
- Telehealth
- Digital Health
- Cybersecurity
- Data Management
- Technology Innovation

Director of Research & Innovation

Responsible for:

- Research Programs
- Academic Partnerships
- Scientific Development
- Grants & Publications

EXTENDED MANAGEMENT STRUCTURE



COMMITTEE STRUCTURE

Audit & Risk Committee

Responsibilities:

- Financial Controls
- Risk Oversight
- Internal Audit
- Compliance

Clinical Governance Committee

Responsibilities:

- Clinical Quality
- Patient Safety
- Medical Standards
- Healthcare Compliance

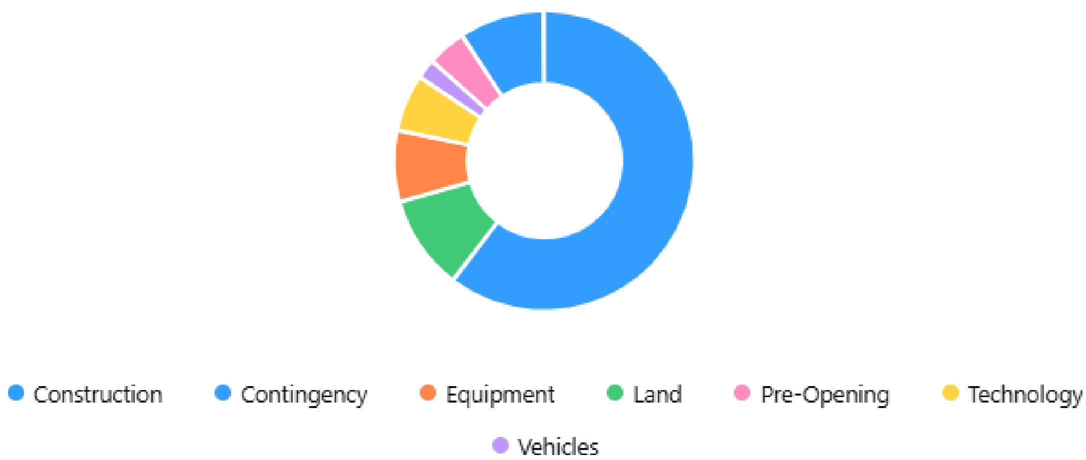
Investment & Strategy Committee

Responsibilities:

- Expansion Projects
- Capital Allocation
- Strategic Partnerships
- Growth Initiatives

Capital Allocation

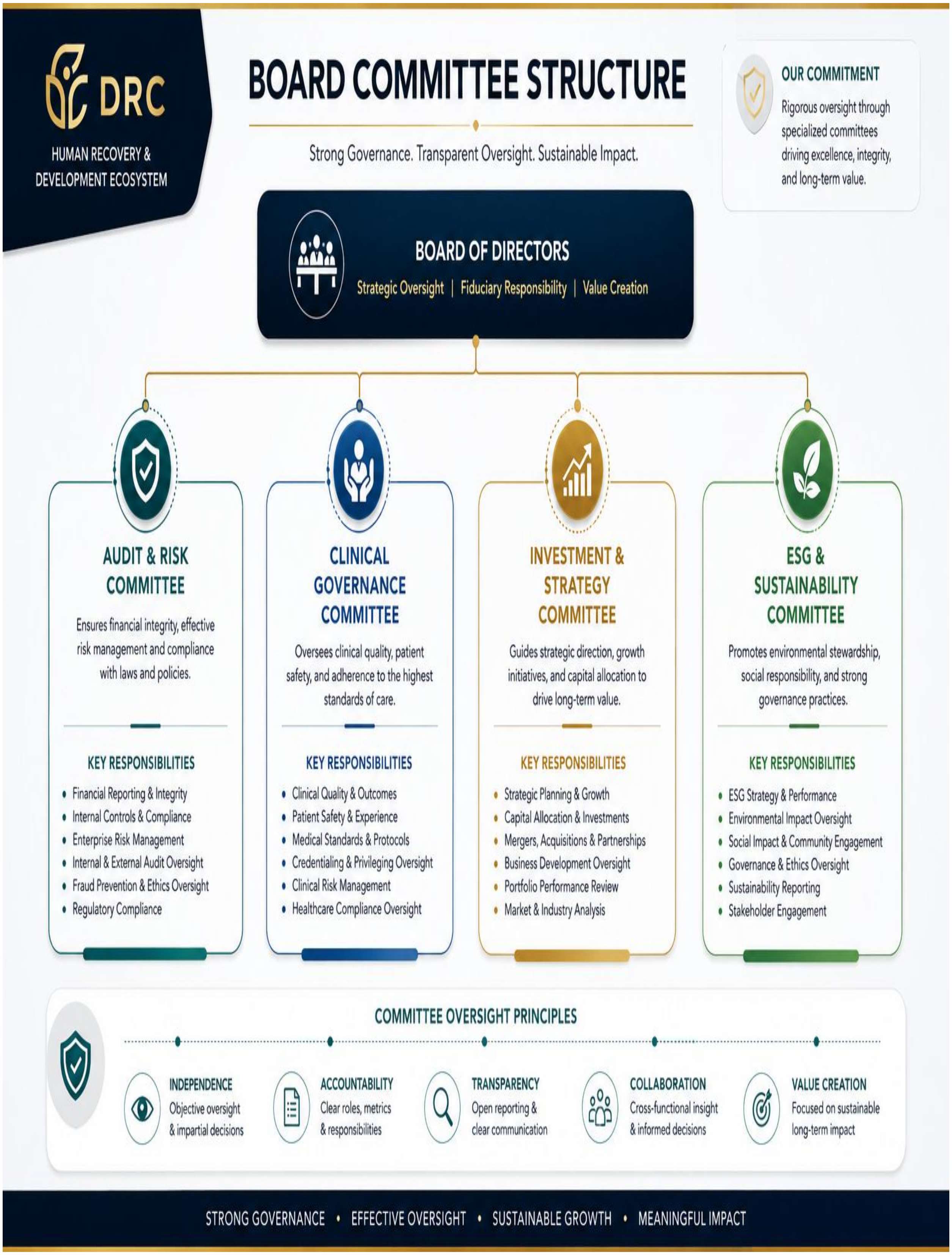
Distribution of the USD 20 million capital requirement.



ESG & Sustainability Committee

Responsibilities:

- Environmental Initiatives
- Social Impact
- Governance Performance
- Sustainability Reporting


DRC
HUMAN RECOVERY & DEVELOPMENT ECOSYSTEM
BOARD COMMITTEE STRUCTURE
Strong Governance. Transparent Oversight. Sustainable Impact.
OUR COMMITMENT
Rigorous oversight through specialized committees driving excellence, integrity, and long-term value.
BOARD OF DIRECTORS
Strategic Oversight | Fiduciary Responsibility | Value Creation
AUDIT & RISK COMMITTEE
Ensures financial integrity, effective risk management and compliance with laws and policies.
KEY RESPONSIBILITIES
Financial Reporting & Integrity
Internal Controls & Compliance
Enterprise Risk Management
Internal & External Audit Oversight
Fraud Prevention & Ethics Oversight
Regulatory Compliance
CLINICAL GOVERNANCE COMMITTEE
Oversees clinical quality, patient safety, and adherence to the highest standards of care.
KEY RESPONSIBILITIES
Clinical Quality & Outcomes
Patient Safety & Experience
Medical Standards & Protocols
Credentialing & Privileging Oversight
Clinical Risk Management
Healthcare Compliance Oversight
INVESTMENT & STRATEGY COMMITTEE
Guides strategic direction, growth initiatives, and capital allocation to drive long-term value.
KEY RESPONSIBILITIES
Strategic Planning & Growth
Capital Allocation & Investments
Mergers, Acquisitions & Partnerships
Business Development Oversight
Portfolio Performance Review
Market & Industry Analysis
ESG & SUSTAINABILITY COMMITTEE
Promotes environmental stewardship, social responsibility, and strong governance practices.
KEY RESPONSIBILITIES
ESG Strategy & Performance
Environmental Impact Oversight
Social Impact & Community Engagement
Governance & Ethics Oversight
Sustainability Reporting
Stakeholder Engagement
COMMITTEE OVERSIGHT PRINCIPLES
INDEPENDENCE
Objective oversight & impartial decisions
ACCOUNTABILITY
Clear roles, metrics & responsibilities
TRANSPARENCY
Open reporting & clear communication
COLLABORATION
Cross-functional insight & informed decisions
VALUE CREATION
Focused on sustainable long-term impact
STRONG GOVERNANCE • EFFECTIVE OVERSIGHT • SUSTAINABLE GROWTH • MEANINGFUL IMPACT

SUCCESSION PLANNING

To ensure continuity and stability, DRC shall maintain formal succession plans for:

- **CEO**
- **CFO**
- **CMO**
- **COO**
- **CTO**
- **Research Leadership**

CORPORATE DECISION-MAKING FRAMEWORK

Shareholder Level

- Strategic ownership matters.

Board Level

- Governance and oversight.

Executive Level

- Operational execution.

Department Level

- Day-to-day management.

GOVERNANCE RISK MITIGATION

The governance structure has been designed to reduce:

- **Key Person Risk**
- **Operational Risk**
- **Financial Risk**

- **Compliance Risk**
- **Strategic Risk**
- **Investor Risk**

ESG GOVERNANCE INTEGRATION

The Board shall oversee:

- **Environmental Performance**
- **Social Impact**
- **Workforce Development**
- **Community Outcomes**
- **Ethical Governance**
- **Sustainability Metrics**

INVESTOR CONFIDENCE FACTORS

The proposed governance structure provides:

✓ Balanced 50:50 Representation

✓ Independent Chairman

✓ Defined Investor Rights

✓ Reserved Matter Protection

✓ Formal Reporting Structure

✓ Independent Audits

✓ Specialized Committees

✓ Institutional Governance Standards

APPENDIX E CONCLUSION

The governance framework presented herein has been designed to support the long-term success of the DRC platform through transparent decision-making, balanced shareholder representation, robust investor protections, and professional executive management.

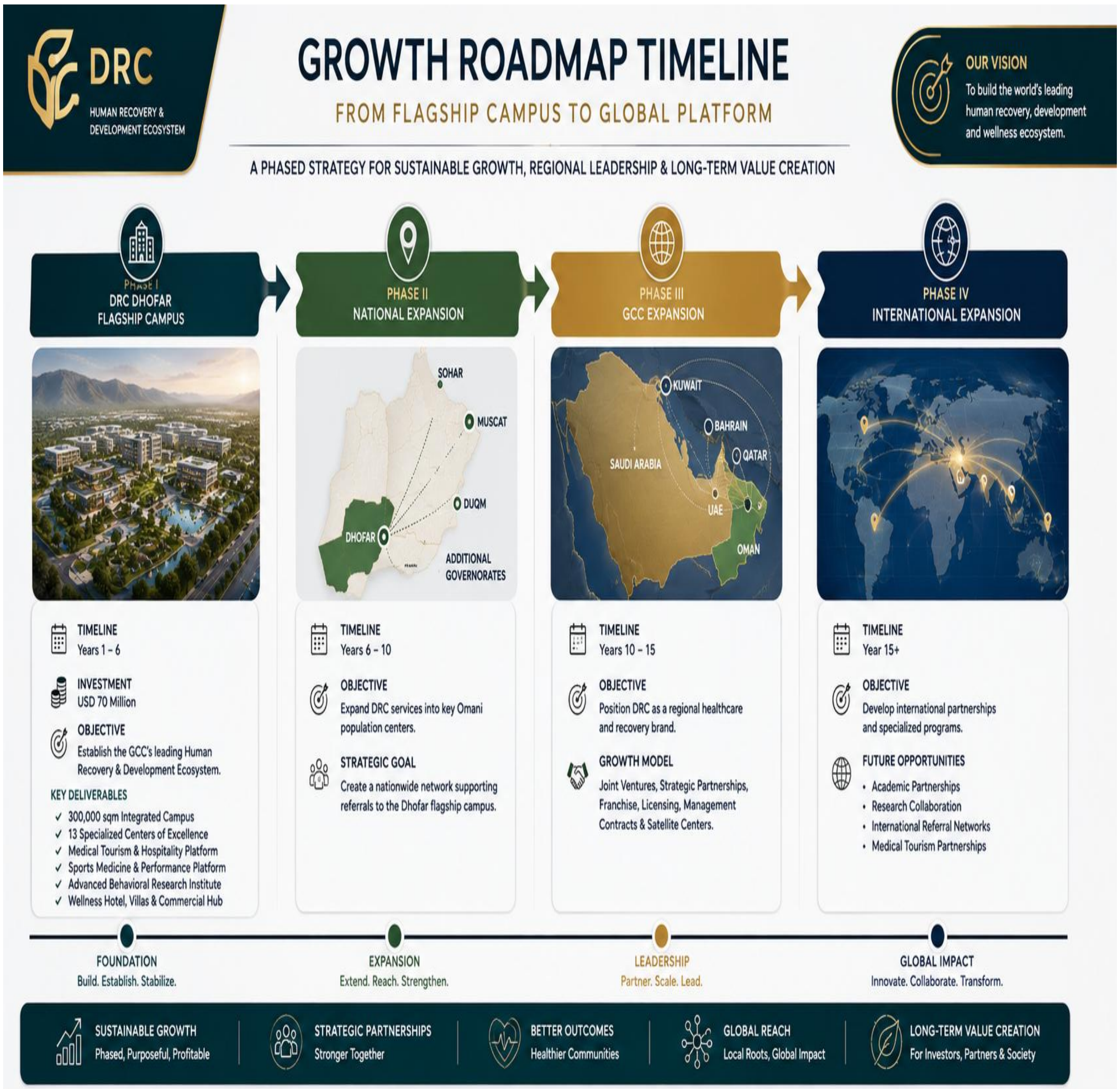
The combination of a structured Board of Directors, independent oversight, specialized committees, and institutional reporting standards creates a governance environment capable of supporting large-scale development, operational excellence, and sustainable value creation throughout the lifecycle of the DRC ecosystem.

APPENDIX F

EXPANSION STRATEGY & LONG-TERM GROWTH ROADMAP

DRC – HUMAN RECOVERY & DEVELOPMENT ECOSYSTEM

Confidential Information Memorandum



PURPOSE OF THIS APPENDIX

This appendix outlines the long-term expansion strategy supporting the DRC platform beyond the initial Dhofar flagship development.

The objective is to demonstrate how the DRC ecosystem can evolve from a single destination-scale campus into a national and regional healthcare, human development, rehabilitation, medical tourism, and research platform.

The expansion strategy provides investors with additional value creation opportunities beyond the initial project lifecycle.

LONG-TERM STRATEGIC VISION

DRC has been designed as:

Phase 1

- A flagship healthcare and human development ecosystem.

Phase 2

- A national platform serving Oman.

Phase 3

- A GCC regional healthcare and recovery network.

Phase 4

- An international center of excellence.

GROWTH PHILOSOPHY

The DRC expansion model is based upon four principles.

Scalable Infrastructure

- The initial campus creates operational expertise and institutional credibility.

Replicable Operating Model

- Programs and systems can be adapted to additional markets.

Technology Enablement

- Telehealth and digital healthcare extend reach beyond physical facilities.

Strategic Partnerships

- Growth through collaboration rather than solely through asset ownership.

EXPANSION ROADMAP

PHASE I

DRC DHOFAR FLAGSHIP CAMPUS

Timeline

- Years 1–6

Investment

- USD 70 Million

Objective

- Establish the GCC's leading Human Recovery & Development Ecosystem.

Key Deliverables

- 300,000 sqm Campus

- 13 Specialized Centers
- Medical Tourism Platform
- Sports Medicine Platform
- Research Institute
- Wellness Hotel & Villas
- Commercial Hub

PHASE II

NATIONAL EXPANSION

Timeline

- Years 6–10

Objective

- Expand DRC services into key Omani population centers.

Potential Locations

Muscat

- Primary healthcare and corporate wellness market.

Sohar

- Industrial workforce and corporate wellness market.

Duqm

- Emerging economic and industrial zone.

Additional Governorates

- Based upon market demand.

Strategic Goal

- Create a nationwide network supporting referrals to the Dhofar flagship campus.

PHASE III

GCC EXPANSION

Timeline

- Years 10–15

Objective

- Position DRC as a regional healthcare and recovery brand.

Priority Markets

Saudi Arabia

- Largest GCC healthcare market.

United Arab Emirates

- Regional wellness and medical tourism hub.

Qatar

- High-income healthcare market.

Kuwait

- Strong demand for rehabilitation and wellness services.

Bahrain

- Specialized healthcare growth opportunities.

DRC
HUMAN RECOVERY & DEVELOPMENT ECOSYSTEM
GCC EXPANSION STRATEGY MAP
BUILDING A REGIONAL NETWORK OF HEALTH, RECOVERY & HUMAN DEVELOPMENT EXCELLENCE
OUR GOAL: To become the leading regional platform for integrated healthcare, rehabilitation, wellness, and human development across the GCC.
OUR VISION
One Region. Connected Care. Stronger Communities. Better Futures.
SAUDI ARABIA
Largest healthcare market in the GCC
High demand for specialized rehabilitation, mental health, and wellness services.
STRATEGY FOCUS
• Strategic Joint Ventures
• Specialty Hospitals & Rehab Centers
• Sports Medicine & Performance Centers
• Workforce Health & Corporate Wellness
KUWAIT
Strong demand for rehabilitation, wellness, and preventive care.
STRATEGY FOCUS
• Partnership with Private Healthcare Groups
• Specialty Rehabilitation Centers
• Mental Health & Wellness Programs
• Executive Health Services
LEGEND
DRC Flagship Hub (Existing)
Priority Expansion Markets
Strategic Growth Opportunities
Regional Connectivity
GCC Countries
ARABIAN GULF
KUWAIT
BAHRAIN
QATAR
UAE
SAUDI ARABIA
OMAN
RED SEA
ARABIAN SEA
QATAR
High-income market with focus on quality, innovation and specialized care.
STRATEGY FOCUS
• Specialized Centers of Excellence
• Sports Medicine & Recovery
• Research & Academic Partnerships
• Wellness & Longevity Programs
UAE
Regional hub for medical tourism, innovation, and wellness.
STRATEGY FOCUS
• Premium Wellness & Longevity Centers
• Medical Tourism Collaboration
• Digital Health & Telemedicine Hub
• Corporate Wellness Partnerships
OMAN
Our home market and platform for regional expansion. Strong foundation for sustainable growth.
STRATEGY FOCUS
• Flagship DRC Dhofar Campus (Phase I)
• National Network Expansion (Phase II)
• Regional Hub for GCC Operations
• Center for Research & Innovation
BAHRAIN
Progressive healthcare market with focus on quality and innovation.
STRATEGY FOCUS
• Specialty Clinics & Day Hospitals
• Corporate Wellness Programs
• Telehealth & Digital Care Solutions
• Niche Centers of Excellence
GCC EXPANSION STRATEGY
PARTNERSHIPS
Collaborate with leading healthcare and investment partners in each market.
SCALABLE MODEL
Replicate the DRC integrated model with local customization and market alignment.
DIGITAL ENABLEMENT
Leverage technology, telehealth and data-driven care to extend our reach.
SUSTAINABLE GROWTH
Focus on long-term value creation, quality outcomes and community impact.
REGIONAL LEADERSHIP
Become the preferred regional brand for recovery, wellness and human development.
OUR EXPANSION APPROACH
JOINT VENTURES
Collaborate with leading local partners
LICENSING & FRANCHISE
Leverage our brand and proven operating model
MANAGEMENT CONTRACTS
Operate and manage facilities for partners
SATELLITE CENTERS
Establish specialized centers of excellence
DIGITAL & VIRTUAL CARE
Expand reach across the region digitally
STRATEGIC BENEFITS
LARGER MARKET ACCESS
Tap into a combined GCC population of 60+ million
DIVERSIFIED REVENUE STREAMS
Multiple markets, customers & services
BRAND LEADERSHIP
Position DRC as the premier regional healthcare brand
ECONOMIES OF SCALE
Shared expertise, systems & innovation
LONG-TERM VALUE CREATION
Stronger growth, higher impact, sustainable legacy

GCC EXPANSION MODEL

Growth may occur through:

- **Joint Ventures**
- **Strategic Partnerships**
- **Franchise Models**
- **Licensing Agreements**
- **Management Contracts**
- **Satellite Centers**

Strategic Benefit

- Lower capital intensity and faster market penetration.

PHASE IV

INTERNATIONAL EXPANSION

Timeline

- Year 15+

Objective

- Develop international partnerships and specialized programs.

Potential Markets

- **Europe**
- **South Asia**
- **East Africa**
- **Southeast Asia**

Potential Activities

- Academic Partnerships
- Research Collaboration

- International Referral Networks
- Medical Tourism Partnerships

DIGITAL EXPANSION STRATEGY

- The DRC technology platform enables growth beyond physical campuses.

Telehealth Services

- Remote consultations.

Continuing Care Programs

- Long-term patient support.

Corporate Wellness Platform

- Regional workforce wellbeing services.

Digital Therapeutics

- Technology-enabled recovery support.

AI-Powered Monitoring

- Long-term patient engagement.

Strategic Benefit

- Lower-cost growth and recurring digital revenue.

MEDICAL TOURISM GROWTH STRATEGY

DRC intends to leverage Dhofar's unique environmental advantages.

Target Markets

- **GCC Countries**
- **South Asia**
- **East Africa**
- **Europe**

Strategic Positioning

- Recovery + Wellness + Hospitality + Nature

Key Differentiator

- Dhofar's climate and integrated ecosystem.

RESEARCH EXPANSION STRATEGY

The Advanced Behavioral Research Institute serves as a foundation for long-term academic growth.

Future Opportunities

- **International Research Partnerships**
- **Sponsored Clinical Studies**
- **Academic Programs**
- **Scientific Publications**
- **Research Grants**

Strategic Benefit

- Global recognition and intellectual property development.

SPORTS MEDICINE GROWTH STRATEGY

The sports platform creates significant regional opportunities.

Target Customers

- **National Teams**
- **Professional Clubs**
- **Elite Athletes**
- **Sports Federations**

Future Opportunities

- **International Training Camps**
- **Rehabilitation Programs**
- **Sports Science Research**
- **Performance Optimization Programs**

HOSPITALITY EXPANSION STRATEGY

The hospitality platform supports:

- **Medical Tourists**
- **Families**
- **Executives**
- **Wellness Guests**

Future Opportunities

- Additional Villas
- Wellness Resorts
- Conference Facilities
- Executive Retreat Programs

VALUE CREATION THROUGH EXPANSION

The expansion strategy creates value through:

Increased Revenue

- New markets and customers.

Brand Growth

- Regional recognition.

Economies of Scale

- Shared systems and infrastructure.

Enhanced Enterprise Value

- Larger platform valuation.

Strategic Partnerships

- Institutional collaboration.

Diversification

- Geographic revenue distribution.

EXPANSION SCENARIO ANALYSIS

Conservative Scenario

Focus

- Dhofar Flagship Only

Result

- Strong standalone investment.

Base Case

Focus

- National Expansion

Result

- Leading Omani platform.

Upside Case

Focus

- National + GCC Expansion

Result

- Regional market leader.

STRATEGIC MILESTONES

Milestone	Target
Dhofar Campus Completion	Year 6
Operational Stabilization	Year 8
National Expansion Evaluation	Year 8
First Additional Oman Facility	Year 10

Milestone	Target
GCC Market Entry	Year 12
Regional Platform Development	Year 15
International Partnerships	Year 15+

EXPANSION VALUE DRIVERS

- **Healthcare Demand Growth**
- **Medical Tourism Growth**
- **Mental Health Awareness**
- **Workforce Development Needs**
- **Digital Healthcare Adoption**
- **Sports Medicine Demand**
- **Hospitality Growth**
- **Research Opportunities**

INVESTOR BENEFITS

The expansion strategy provides:

✓ Multiple Future Revenue Sources

✓ Increased Enterprise Value

✓ Geographic Diversification

✓ Regional Market Leadership Potential

✓ Additional Exit Opportunities

✓ Long-Term Growth Beyond Initial Campus

APPENDIX F CONCLUSION

The DRC expansion strategy transforms the project from a single development into a scalable healthcare, recovery, human development, research, sports medicine, hospitality, and technology platform.

The combination of national expansion, GCC growth opportunities, digital healthcare capabilities, medical tourism potential, and strategic partnerships creates a compelling long-term growth pathway capable of significantly increasing shareholder value over time.

The DRC flagship campus represents the foundation upon which a future regional platform can be built.

APPENDIX G

MARKET RESEARCH, INDUSTRY ANALYSIS & STRATEGIC POSITIONING

DRC – HUMAN RECOVERY & DEVELOPMENT ECOSYSTEM

Confidential Information Memorandum

PURPOSE OF THIS APPENDIX

This appendix provides an overview of the market environment supporting the DRC investment opportunity.

The analysis evaluates macroeconomic trends, healthcare demand, behavioral health services, rehabilitation markets, medical tourism, sports medicine, workforce development, and regional growth drivers that support the long-term viability of the DRC platform.

The objective is to demonstrate that DRC is positioned within multiple growing sectors rather than relying upon a single market segment.

MARKET OPPORTUNITY OVERVIEW

DRC operates at the intersection of several high-growth industries.

- **Healthcare**
- **Mental Health**
- **Rehabilitation**
- **Medical Tourism**
- **Hospitality**
- **Sports Medicine**
- **Research & Innovation**
- **Workforce Development**
- **Digital Healthcare**

Collectively these sectors represent one of the fastest-growing service ecosystems globally.


DRC
HUMAN RECOVERY & DEVELOPMENT ECOSYSTEM
HEALTHCARE ECOSYSTEM WHEEL
AN INTEGRATED PLATFORM. MULTIPLE PATHWAYS. TRANSFORMING LIVES.
DRC brings together interconnected services and capabilities to deliver holistic outcomes across the human recovery and development journey.
OUR PURPOSE
Restoring People. Developing Potential. Building Healthier Communities.
INTEGRATED CARE JOURNEY
ASSESS
Comprehensive assessment & personalized care planning
TREAT
Evidence-based treatment & specialized interventions
DEVELOP
Skills, education & personal development
REINTEGRATE
Workforce reintegration & community support
THRIVE
Long-term wellness, independence & fulfilled potential
1. HEALTHCARE SERVICES
• Multi-Specialty Clinics
• Inpatient & Outpatient Care
• Preventive & Family Medicine
• Chronic Disease Management
2. RECOVERY & BEHAVIORAL HEALTH
• Addiction Recovery Programs
• Mental Health Services
• Counseling & Therapy
• Relapse Prevention
• Family Support
3. EDUCATION & VOCATIONAL DEVELOPMENT
• Vocational Development Academy
• Skills Training Programs
• Education Pathways
• Workforce Reintegration
• Career Counseling
4. RESEARCH & INNOVATION
• Advanced Behavioral Research Institute
• Clinical Research
• Data & Outcomes
• Innovation & AI
• Academic Partnerships
5. SPORTS MEDICINE & PERFORMANCE
• Sports Medicine Center
• Injury Prevention & Rehab
• Performance Optimization
• Sports Science & Analytics
• Programs for Teams & Athletes
6. HOSPITALITY & WELLNESS
• Wellness Hotel
• Villas & Retreats
• Executive Recovery Suites
• Spa & Wellness Programs
• Nutrition & Lifestyle Optimization
7. MEDICAL TOURISM & WELLNESS TOURISM
• International Patient Services
• Travel & Hospitality Support
• Recovery Tourism Programs
• Wellness Retreats
• Global Partnerships
8. DIGITAL HEALTH & TECHNOLOGY
• Telehealth & Virtual Care
• Remote Monitoring
• Digital Therapeutics
• AI-Powered Insights
• Patient Engagement Platform
DRC
HUMAN RECOVERY & DEVELOPMENT ECOSYSTEM
ONE ECOSYSTEM. COMPLETE CARE. LASTING IMPACT.
ECOSYSTEM ENABLERS
MULTIDISCIPLINARY EXPERTISE
A team of specialists collaborating across disciplines
QUALITY & SAFETY
International standards, accreditation & best practices
STRATEGIC PARTNERSHIPS
Government, academic, clinical & industry collaboration
SUSTAINABLE GROWTH
Responsible development for long-term impact
DELIVERING HOLISTIC OUTCOMES
IMPROVED HEALTH & WELLBEING
RECOVERY & RESILIENCE
SKILLS & ECONOMIC EMPOWERMENT
COMMUNITY IMPACT
SUSTAINABLE VALUE CREATION
ONE VISION. ONE ECOSYSTEM. COUNTLESS POSSIBILITIES.
RESTORING PEOPLE. DEVELOPING POTENTIAL. BUILDING HEALTHIER COMMUNITIES.

GLOBAL HEALTHCARE INDUSTRY

Industry Overview

Healthcare remains one of the world's largest and most resilient industries.

Growth is being driven by:

- **Population Growth**
- **Aging Demographics**
- **Chronic Disease Burden**
- **Mental Health Awareness**
- **Technology Adoption**
- **Preventive Healthcare**

Strategic Implication

- Healthcare demand is expected to remain structurally strong over the long term.
- This creates a stable foundation for DRC's clinical and rehabilitation services.

GCC HEALTHCARE MARKET

Key Drivers

The GCC healthcare market continues to expand due to:

- **Population Growth**
- **Economic Development**
- **Healthcare Modernization**
- **Increased Healthcare Spending**
- **Growing Private Sector Participation**
- **Medical Tourism Growth**

Strategic Relevance to DRC

The GCC represents a large addressable market for:

- Recovery Services
- Behavioral Healthcare

- Executive Wellness
- Sports Medicine
- Medical Tourism

BEHAVIORAL HEALTH & MENTAL HEALTH MARKET

Industry Trends

Mental health awareness has increased significantly across the GCC.

Key demand drivers include:

- **Workplace Stress**
- **Lifestyle Changes**
- **Burnout**
- **Anxiety & Depression**
- **Youth Mental Health Needs**
- **Family Support Services**

Market Opportunity

Demand for structured behavioral health services continues to outpace specialized service capacity in many regional markets.

Strategic Relevance

The DRC platform directly addresses this growing demand through:

- Mental Health Services
- Recovery Programs
- Family Support Programs
- Executive Wellness

RECOVERY & REHABILITATION MARKET

Industry Overview

Recovery and rehabilitation services are becoming increasingly important components of modern healthcare systems.

Governments, employers, and healthcare providers are placing greater emphasis on:

- **Long-Term Recovery**
- **Workforce Reintegration**

- **Social Rehabilitation**
- **Relapse Prevention**
- **Community Integration**

Strategic Opportunity

The integrated DRC model combines recovery, education, vocational development, and long-term support within a single ecosystem.

This approach differentiates DRC from traditional treatment facilities.

HUMAN DEVELOPMENT & WORKFORCE REINTEGRATION

Emerging Trend

Governments increasingly recognize that recovery outcomes improve when linked to:

- **Education**
- **Employment**
- **Skills Development**
- **Community Engagement**
- **Family Support**

DRC Advantage

The Vocational Development Academy directly supports this trend through workforce readiness and reintegration programs.

MEDICAL TOURISM MARKET

Industry Overview

Medical tourism continues to grow as patients seek:

- **High-Quality Care**
- **Specialized Services**
- **Wellness Programs**
- **Cost Efficiency**

- **Integrated Hospitality Experiences**

DRC Positioning

The DRC model combines:

- Healthcare
- Recovery
- Wellness
- Hospitality
- Sports Medicine
- within a single destination.

Strategic Differentiator

Dhofar's climate, natural environment, and tourism appeal create a unique positioning advantage.

DHOFAR AS A MEDICAL TOURISM DESTINATION

- **Competitive Advantages**
- **Favorable Climate**
- **Tourism Infrastructure**
- **Natural Environment**
- **Accessibility**
- **Safety & Stability**
- **Hospitality Potential**

Strategic Opportunity

DRC can become a destination for:

- Wellness Tourism
- Recovery Tourism
- Executive Retreats
- Sports Rehabilitation
- Long-Term Wellness Programs

SPORTS MEDICINE MARKET

- **Industry Growth Drivers**
- **Professional Sports**
- **Youth Sports Participation**
- **Fitness & Wellness Trends**
- **Sports Science Adoption**
- **Injury Rehabilitation Demand**

Regional Opportunity

The GCC continues to invest heavily in sports development and international sporting events.

DRC Advantage

The Sports Science & Rehabilitation Platform positions DRC to capture demand from:

- Professional Clubs
- National Teams
- Elite Athletes
- Regional Sports Federations

EXECUTIVE WELLNESS MARKET

Industry Overview

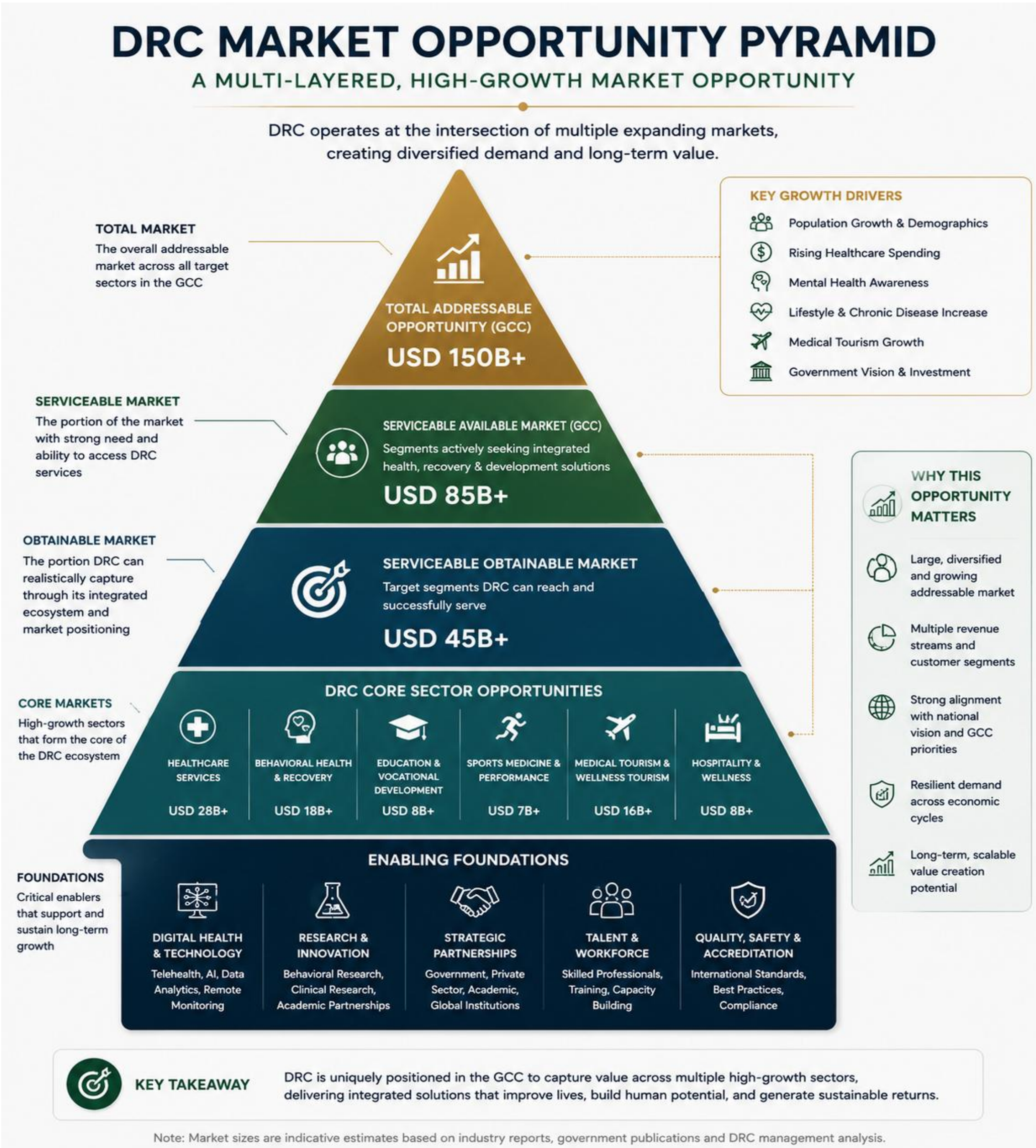
Executive wellness has become a rapidly growing market segment.

Demand is being driven by:

- **Leadership Burnout**
- **Workplace Stress**
- **Preventive Health**
- **Performance Optimization**
- **Mental Wellbeing**

DRC Opportunity

The VIP Executive Recovery Suites provide access to a premium market segment with strong pricing potential.



DIGITAL HEALTH MARKET

Industry Trends

Healthcare delivery is increasingly supported by:

- **Telehealth**
- **AI-Assisted Care**
- **Remote Monitoring**
- **Digital Therapeutics**
- **Data Analytics**

Strategic Relevance

The DRC digital platform expands service delivery beyond physical facilities and supports long-term patient engagement.

RESEARCH & INNOVATION MARKET

- **Growth Drivers**
- **Healthcare Innovation**
- **Academic Partnerships**
- **Behavioral Research**
- **Government Funding**
- **International Collaboration**

Strategic Opportunity

The Advanced Behavioral Research Institute provides opportunities for:

- Research Grants
- Academic Recognition
- Knowledge Leadership
- Scientific Collaboration

COMPETITIVE POSITIONING

Traditional Healthcare Facilities

Strengths:

- Clinical Services

Limitations:

- Limited recovery ecosystem.

Traditional Rehabilitation Centers

Strengths:

- Treatment Programs

Limitations:

- Limited education, hospitality, and research capabilities.

Wellness Resorts

Strengths:

- Hospitality

Limitations:

- Limited clinical capabilities.

DRC DIFFERENTIATION

DRC integrates:

✓ Healthcare
✓ Recovery

- ✓ Education
- ✓ Vocational Development
- ✓ Research
- ✓ Sports Medicine
- ✓ Hospitality
- ✓ Medical Tourism
- ✓ Technology

within a single ecosystem.

COMPETITIVE POSITIONING MATRIX

Capability	Traditional Hospital	Rehab Center	Wellness Resort	DRC
Clinical Services	✓	✓	✗	✓
Recovery Programs	✗	✓	✗	✓
Mental Health	Limited	Limited	✗	✓
Research Institute	✗	✗	✗	✓
Vocational Academy	✗	✗	✗	✓
Sports Medicine	Limited	✗	Limited	✓
Wellness Hotel	✗	✗	✓	✓
Medical Tourism	Limited	✗	✓	✓
Telehealth Platform	Limited	Limited	✗	✓

DRC
HUMAN RECOVERY & DEVELOPMENT ECOSYSTEM

DRC COMPETITIVE POSITIONING MATRIX

A UNIQUE, FULL-SPECTRUM INTEGRATED ECOSYSTEM

DRC is the only platform in the region that integrates healthcare, recovery, education, research, sports medicine, hospitality and technology into one purpose-built ecosystem.

DRC DIFFERENTIATION
The most comprehensive human recovery & development platform in the GCC.

CAPABILITIES / FEATURES	TRADITIONAL HOSPITAL	REHABILITATION CENTER	WELLNESS RESORT	SPECIALTY SPORTS CLINIC	DRC ECOSYSTEM
Clinical & Medical Services	✓	✓	X	O	✓
Recovery & Rehabilitation Programs	O	✓	X	O	✓
Mental Health & Behavioral Health	O	O	X	O	✓
Research & Innovation Institute	X	X	X	X	✓
Vocational & Education Academy	X	X	X	X	✓
Sports Medicine & Performance	O	X	O	✓	✓
Wellness Hotel & Hospitality	X	X	✓	X	✓
Medical Tourism & Wellness Tourism	O	X	✓	O	✓
Digital Health & Telehealth Platform	O	O	X	O	✓
Family & Community Support	O	O	O	O	✓
Integrated Continuum of Care	O	O	O	O	✓
Purpose-Built Integrated Campus	X	X	X	X	✓

✓ Full Capability   O Limited Capability   X Not Available

DRC ADVANTAGE
The only fully integrated platform combining healthcare, recovery, development, research, sports performance, hospitality and technology for complete human transformation and long-term wellbeing.

SWOT ANALYSIS

STRENGTHS

- **Integrated Ecosystem**
- **Large Development Site**
- **Multiple Revenue Streams**
- **Medical Tourism Potential**
- **Research Platform**
- **Sports Medicine Platform**

WEAKNESSES

- **Large Capital Requirement**
- **Long Development Timeline**
- **Operational Complexity**

OPPORTUNITIES

- **GCC Expansion**
- **Medical Tourism Growth**
- **Digital Healthcare Growth**
- **Sports Medicine Demand**
- **Strategic Partnerships**

THREATS

- **New Competition**
- **Economic Slowdowns**
- **Regulatory Changes**
- **Staffing Challenges**

DRC
HUMAN RECOVERY & DEVELOPMENT ECOSYSTEM
DRC SWOT ANALYSIS
A STRONG FOUNDATION. CLEAR OPPORTUNITIES. MANAGED RISKS.
DRC is positioned to become the leading integrated platform for human recovery, development and wellbeing in the GCC and beyond.
OUR VISION
Restoring People. Developing Potential. Building Healthier Communities.
S
STRENGTHS
Fully Integrated Ecosystem
Unique model combining healthcare, recovery, education, research, sports medicine, hospitality and technology.
Large Strategic Land Bank
1,000,000+ sqm in Dhofar, Oman – enabling phased expansion and long-term scalability.
Multiple Revenue Streams
Diversified income across healthcare, wellness, education, hospitality, medical tourism and research.
Strong Demand Fundamentals
Rising healthcare spending, mental health awareness, and demand for recovery & rehabilitation services.
Strategic Location Advantage
Dhofar's climate, natural environment, safety and proximity to GCC markets provide a strong competitive edge.
Experienced Leadership & Vision
Clear strategic roadmap, governance structure and commitment to long-term value creation.
W
WEAKNESSES
Large Capital Requirement
High upfront investment needed for master development and specialized infrastructure.
Long Development Timeline
Phased development requires time to reach full operational scale and maturity.
Operational Complexity
Managing a multi-service, multi-vertical ecosystem requires strong systems and talent.
Talent Availability
Specialized healthcare, research and sports talent may be limited in the short term.
Market Awareness
New integrated model requires market education and brand building.
INTERNAL STRENGTH
INTERNAL FOCUS
EXTERNAL OPPORTUNITIES
EXTERNAL RISKS
DRC
HUMAN RECOVERY & DEVELOPMENT ECOSYSTEM
ONE ECOSYSTEM. COMPLETE CARE. LASTING IMPACT.
O
OPPORTUNITIES
Growing Healthcare Market
GCC healthcare market projected to reach USD 154B+ by 2030.
Rising Behavioral Health Demand
Increasing awareness and need for mental health and addiction recovery services.
Medical Tourism Growth
GCC medical tourism market expanding with high demand for quality, integrated destinations.
GCC & International Expansion
Scalable model with strong potential for regional and international replication.
Government Support & Partnerships
Alignment with Oman Vision 2040 and regional health, education and research priorities.
Technology & Digital Health
Growth in telehealth, AI, data analytics and digital therapeutics enables expanded reach and efficiency.
T
THREATS
New Competition
New entrants or international operators may increase competition in key service areas.
Economic Uncertainty
Economic downturns could impact investment, tourism and discretionary spending.
Regulatory Changes
Changes in healthcare, education or tourism regulations may affect operations.
Geopolitical Risks
Regional instability could impact investor confidence and cross-border movement.
Cost Inflation
Construction, operational and staffing cost increases may impact project economics.
Talent Retention
Competition for skilled professionals may affect retention and operational continuity.
KEY TAKEAWAY
DRC's strengths and opportunities significantly outweigh its weaknesses and threats, positioning it for sustainable long-term growth and leadership in the region.
Unique Integrated Ecosystem
No direct comparable platform in the GCC.
High-Growth Markets
Strong demand across healthcare, recovery, wellness and education.
Strategic Location Advantage
Dhofar offers a unique natural, economic and tourism advantage.
Scalable & Replicable Model
Designed for regional expansion and global partnerships.
Resilient & Diversified
Multiple revenue streams reduce risk and enhance long-term resilience.

MARKET DEMAND SUMMARY

The DRC platform addresses demand generated by:

- **Healthcare Needs**
- **Recovery Services**
- **Mental Health Services**
- **Executive Wellness**
- **Medical Tourism**
- **Sports Medicine**
- **Workforce Development**
- **Research Activities**
- **Digital Healthcare**

Collectively these markets create multiple independent growth opportunities.

INVESTOR TAKEAWAYS

✓ Exposure to Multiple High-Growth Sectors

✓ Healthcare Demand Fundamentals

✓ Behavioral Health Growth

✓ Medical Tourism Opportunity

✓ Sports Medicine Growth

✓ Research & Innovation Potential

✓ Digital Healthcare Expansion

✓ Regional Scalability

✓ Diversified Revenue Drivers

APPENDIX G CONCLUSION

The DRC platform is positioned at the intersection of several rapidly expanding sectors including healthcare, recovery, mental health, medical tourism, sports medicine, hospitality, digital health, and workforce development.

The combination of these markets creates a diversified demand profile capable of supporting long-term growth, sustainable cash flow generation, and scalable expansion opportunities.

This market positioning strengthens the investment thesis and supports management's view that DRC has the potential to become a leading regional platform for human recovery, development, wellness, and healthcare excellence.

APPENDIX H

LAND DOCUMENTATION, REGULATORY STATUS & DEVELOPMENT READINESS

DRC – HUMAN RECOVERY & DEVELOPMENT ECOSYSTEM

Confidential Information Memorandum

PURPOSE OF THIS APPENDIX

This appendix summarizes the land allocation status, planning framework, development readiness, regulatory pathway, and supporting documentation relevant to the DRC project.

For institutional investors, land security, development rights, regulatory visibility, and implementation readiness are among the most critical investment considerations.
The objective of this appendix is to demonstrate that DRC has a defined development platform capable of supporting long-term project execution and expansion.

EXECUTIVE SUMMARY

The DRC project is planned approximately:

300,000 Square Meters

within the Governorate of Dhofar, Sultanate of Oman.

The development site provides sufficient capacity for:

- **Healthcare Facilities**
- **Recovery Facilities**
- **Research Centers**
- **Educational Facilities**
- **Sports Medicine Facilities**
- **Hospitality Assets**
- **Commercial Facilities**
- **Future Expansion**

The scale of the site significantly enhances the project's long-term strategic value.

LAND ASSET OVERVIEW

Item	Description
Project Name	Dhofar Recovery Center (DRC)
Location	Dhofar Governorate, Sultanate of Oman
Land Area	300,000 sqm
Development Type	Integrated Healthcare & Human Development Ecosystem
Development Structure	Multi-Zone Campus
Expansion Capacity	Included
Investment Requirement	USD 70 Million


DRC
HUMAN RECOVERY & DEVELOPMENT ECOSYSTEM
DRC LAND LOCATION & BOUNDARY MAP
Dhofar Governorate, Sultanate of Oman
PREMIER LOCATION. SECURE LAND ASSET. STRATEGIC ADVANTAGE.
N
STRATEGICALLY POSITIONED FOR HEALTHCARE, WELLNESS & HUMAN DEVELOPMENT EXCELLENCE
LAND AREA: 300,000 SQM (30 HECTARES)
Dhofar Main Road (31)
TO SALALAH (20 KM)
N
TO THUMRAIT (45 KM)
Salalah / Thumrait Highway
300,000 SQM
(30 HECTARES)
1
2
3
4
5
TO TAQAH (35 KM)
0 125 250 375 500
Meters
SITE DETAILS
Project Name:
Dhofar Recovery Center (DRC)
Location:
Dhofar Governorate, Sultanate of Oman
Land Area:
300,000 sqm (30 Hectares)
Land Use Designation:
Mixed Use – Healthcare, Education, Hospitality, Research & Community
Tenure / Status:
Government Allocated Land (Allocation in Progress)
Topography:
Generally Level / Gently Sloping
Access:
Direct Access from Dhofar Main Road (31)
Secondary Access from Local Road
Coordinates (UTM Zone 40N)
Point Easting (m) Northing (m)
1 207,742 1,730,654
2 208,328 1,730,576
3 208,562 1,730,042
4 208,182 1,729,768
5 207,552 1,730,012
REGIONAL CONTEXT MAP
SAUDI ARABIA
OMAN
YEMEN
DHOFAR GOVERNORATE
ARABIAN SEA
KEY DISTANCES
Salalah City Center 20 km (25 min)
Salalah International Airport 18 km (20 min)
Thumrait City 45 km (40 min)
Taqah City 35 km (30 min)
Dhofar Main Road (31) Adjacent
Coastal Tourism Corridor 15–25 km
KEY ADVANTAGES
Prime location within Dhofar growth corridor
Excellent highway connectivity
Proximity to Salalah International Airport
Access to tourism, hospitality & wellness market
Large contiguous land parcel for integrated development
Ideal for healthcare, research, education & wellness ecosystem
LEGEND
DRC Land Boundary (300,000 sqm)
Primary Highway
Secondary Road
Existing Track / Access Road
THIS LAND PARCEL PROVIDES A STRATEGIC FOUNDATION FOR THE DEVELOPMENT OF A WORLD-CLASS INTEGRATED HUMAN RECOVERY & DEVELOPMENT ECOSYSTEM.
Map for presentation purposes only

STRATEGIC VALUE OF THE LAND

The development site provides several advantages.

Scale

- Large enough to accommodate a destination-scale integrated ecosystem.

Flexibility

- Supports phased development and future expansion.

Diversification

- Allows healthcare, hospitality, education, research, sports, and commercial functions to coexist within a single master-planned environment.

Long-Term Value

- Creates substantial asset appreciation potential over time.

SITE DEVELOPMENT FRAMEWORK

The proposed development consists of four integrated zones.

Zone A

- Clinical & Recovery Facilities

Zone B

- Research, Executive & Innovation Facilities

Zone C

- Community & Human Development Facilities

Zone D

- Medical Tourism, Sports Medicine & Hospitality Facilities

LAND UTILIZATION STRATEGY

The development has been planned to optimize:

- **Operational Efficiency**
- **Patient Privacy**
- **Security**
- **Visitor Experience**
- **Future Expansion**
- **Infrastructure Scalability**

Proposed Allocation Framework

Component	Approximate Area
Clinical & Recovery Zone	75,000 sqm
Research & Executive Zone	35,000 sqm
Community Development Zone	50,000 sqm
Sports & Hospitality Zone	85,000 sqm
Infrastructure & Roads	35,000 sqm
Landscaping & Open Areas	20,000 sqm
TOTAL	300,000 sqm

SITE ACCESSIBILITY

The location benefits from connectivity to:

- **Regional Road Networks**
- **Dhofar Urban Centers**
- **Tourism Corridors**
- **Airport Infrastructure**
- **Hospitality Infrastructure**

- **Government Services**

INFRASTRUCTURE READINESS

The site has been selected with consideration for future infrastructure integration.

Utility Requirements

- **Electricity**
- **Water**
- **Wastewater**
- **Telecommunications**
- **Digital Infrastructure**
- **Road Networks**

Smart Infrastructure

The DRC platform intends to incorporate:

- **Digital Healthcare Systems**
- **Electronic Health Records**
- **Telehealth Platforms**
- **Smart Security Systems**
- **Campus-Wide Connectivity**

REGULATORY DEVELOPMENT FRAMEWORK

The project will progress through a structured regulatory process.

STAGE 1

Concept Development

- Completed

Activities

- Strategic Planning
- Project Conceptualization
- Stakeholder Engagement

STAGE 2

Master Planning

- Completed

Activities

- Land Utilization Framework
- Development Zoning
- Growth Strategy

STAGE 3

Technical Planning

- Future Phase

Activities

- Architectural Design
- Engineering Design
- Infrastructure Planning

STAGE 4

Development Approvals

- Future Phase

Activities

- Planning Approvals
- Construction Authorizations
- Utility Coordination

STAGE 5

Operational Licensing

- Future Phase

Activities

- Healthcare Licensing
- Hospitality Licensing
- Research Licensing

• Commercial Licensing

DEVELOPMENT READINESS ASSESSMENT

Strategic Vision

- Completed

Business Model

- Completed

Financial Framework

- Completed

Governance Framework

- Completed

Expansion Strategy

- Completed

Conceptual Master Planning

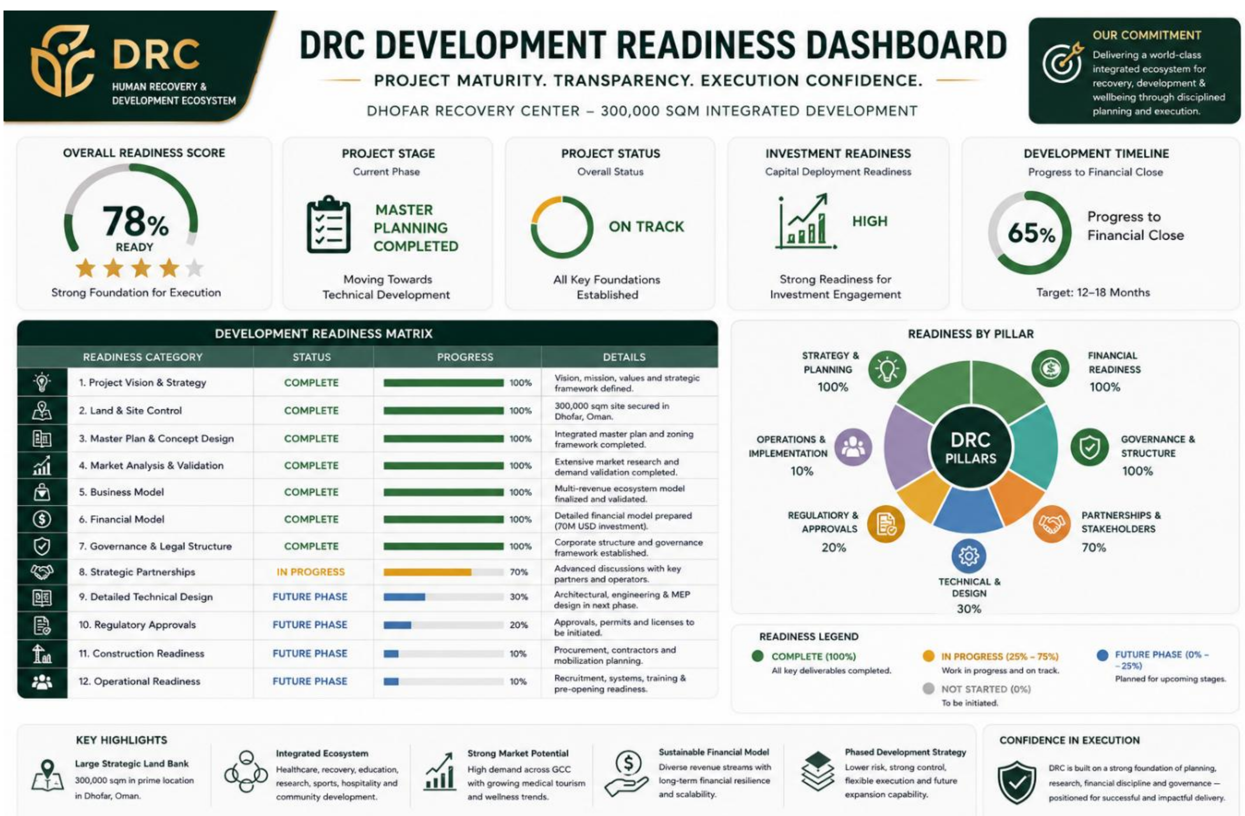
- Completed

Institutional Positioning

- Completed

Detailed Engineering

- Pending Future Development Stage



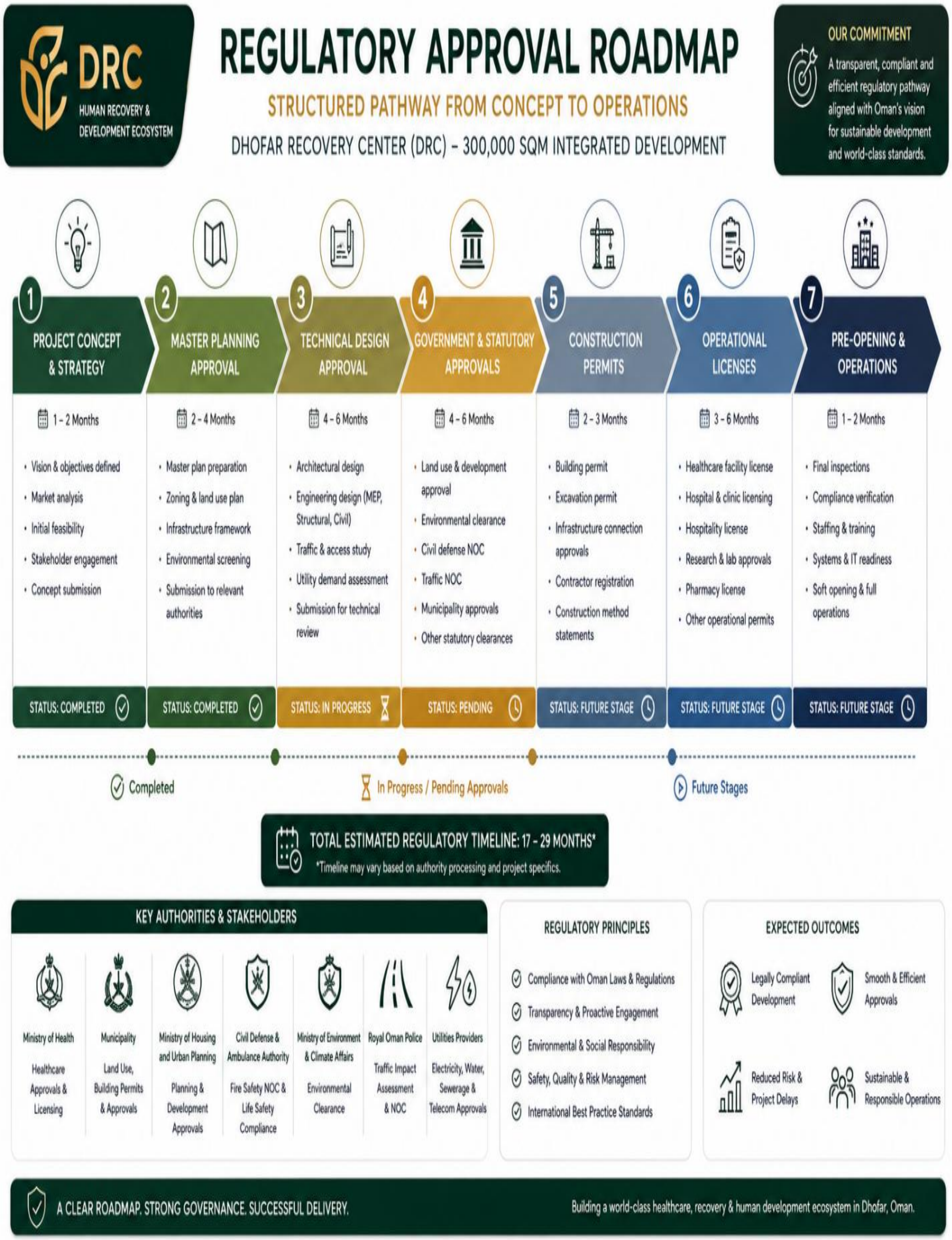
DEVELOPMENT OF READINESS MATRIX

Category	Status
Project Vision	Complete
Master Planning	Complete
Business Model	Complete
Financial Framework	Complete
Governance Framework	Complete
Expansion Strategy	Complete
Market Positioning	Complete
Detailed Design	Future Stage
Construction Procurement	Future Stage
Operational Mobilization	Future Stage

REGULATORY RISK MANAGEMENT

The project intends to mitigate regulatory risk through:

- **Early Government Engagement**
- **Phased Development**
- **Professional Advisors**
- **Technical Due Diligence**
- **Regulatory Compliance Planning**
- **Institutional Partnerships**


DRC
HUMAN RECOVERY & DEVELOPMENT ECOSYSTEM
REGULATORY APPROVAL ROADMAP
STRUCTURED PATHWAY FROM CONCEPT TO OPERATIONS
DHOFAR RECOVERY CENTER (DRC) – 300,000 SQM INTEGRATED DEVELOPMENT
OUR COMMITMENT
A transparent, compliant and efficient regulatory pathway aligned with Oman's vision for sustainable development and world-class standards.
1 PROJECT CONCEPT & STRATEGY
1 – 2 Months
Vision & objectives defined
Market analysis
Initial feasibility
Stakeholder engagement
Concept submission
STATUS: COMPLETED
2 MASTER PLANNING APPROVAL
2 – 4 Months
Master plan preparation
Zoning & land use plan
Infrastructure framework
Environmental screening
Submission to relevant authorities
STATUS: COMPLETED
3 TECHNICAL DESIGN APPROVAL
4 – 6 Months
Architectural design
Engineering design (MEP, Structural, Civil)
Traffic & access study
Utility demand assessment
Submission for technical review
STATUS: IN PROGRESS
4 GOVERNMENT & STATUTORY APPROVALS
4 – 6 Months
Land use & development approval
Environmental clearance
Civil defense NOC
Traffic NOC
Municipality approvals
Other statutory clearances
STATUS: PENDING
5 CONSTRUCTION PERMITS
2 – 3 Months
Building permit
Excavation permit
Infrastructure connection approvals
Contractor registration
Construction method statements
STATUS: FUTURE STAGE
6 OPERATIONAL LICENSES
3 – 6 Months
Healthcare facility license
Hospital & clinic licensing
Hospitality license
Research & lab approvals
Pharmacy license
Other operational permits
STATUS: FUTURE STAGE
7 PRE-OPENING & OPERATIONS
1 – 2 Months
Final inspections
Compliance verification
Staffing & training
Systems & IT readiness
Soft opening & full operations
STATUS: FUTURE STAGE
Completed
In Progress / Pending Approvals
Future Stages
TOTAL ESTIMATED REGULATORY TIMELINE: 17 – 29 MONTHS*
*Timeline may vary based on authority processing and project specifics.
KEY AUTHORITIES & STAKEHOLDERS
Ministry of Health
Healthcare Approvals & Licensing
Municipality
Land Use, Building Permits & Approvals
Ministry of Housing and Urban Planning
Planning & Development Approvals
Civil Defense & Ambulance Authority
Fire Safety NOC & Life Safety Compliance
Ministry of Environment & Climate Affairs
Environmental Clearance
Royal Oman Police
Traffic Impact Assessment & NOC
Utilities Providers
Electricity, Water, Sewerage & Telecom Approvals
REGULATORY PRINCIPLES
Compliance with Oman Laws & Regulations
Transparency & Proactive Engagement
Environmental & Social Responsibility
Safety, Quality & Risk Management
International Best Practice Standards
EXPECTED OUTCOMES
Legally Compliant Development
Smooth & Efficient Approvals
Reduced Risk & Project Delays
Sustainable & Responsible Operations
A CLEAR ROADMAP. STRONG GOVERNANCE. SUCCESSFUL DELIVERY.
Building a world-class healthcare, recovery & human development ecosystem in Dhofar, Oman.

DEVELOPMENT ADVANTAGES

The DRC platform benefits from:

- ✓ Large Development Site
- ✓ Integrated Master Plan
- ✓ Expansion Capacity
- ✓ Multi-Revenue Model
- ✓ Medical Tourism Potential
- ✓ Hospitality Integration
- ✓ Research Platform
- ✓ Strong Governance Framework
- ✓ Phased Implementation Strategy

DOCUMENTATION PACKAGE

The following documentation should ultimately be maintained within the project data room.

Land Documentation

- **Site Allocation Documents**
- **Land Records**
- **Survey Information**
- **Site Maps**

Planning Documentation

- **Master Plan**
- **Zoning Plans**
- **Development Framework**
- **Infrastructure Plans**

Regulatory Documentation

- **Government Correspondence**
- **Approvals**

- **Licenses**
- **Permits**

Technical Documentation

- **Architectural Designs**
- **Engineering Designs**
- **Environmental Studies**
- **Cost Estimates**

Commercial Documentation

- **Financial Model**
- **Market Research**
- **Investment Memorandum**
- **Shareholder Documentation**

INVESTOR DUE DILIGENCE READINESS

Institutional investors typically review:

- **Land Security**
- **Development Rights**
- **Infrastructure Availability**
- **Regulatory Framework**
- **Construction Feasibility**
- **Financial Viability**
- **Governance Structure**
- **Exit Opportunities**

The DRC project has been structured to progressively address each of these requirements throughout the development lifecycle.

STRATEGIC CONCLUSION

The DRC development platform combines a large-scale land asset, integrated master-planning framework, phased implementation strategy, diversified business model, and long-term expansion potential.

The scale and flexibility of the development site provide a strong foundation for future healthcare, hospitality, education, research, sports medicine, and commercial activities.

APPENDIX H CONCLUSION

The land and development framework presented in this appendix demonstrates the physical foundation supporting the DRC investment opportunity.

The combination of a 300,000 sqm development platform, structured implementation pathway, future expansion capacity, and institutional governance framework significantly strengthens the long-term investment proposition and supports the creation of a landmark healthcare and human development ecosystem in Dhofar.

APPENDIX I

ENTERPRISE RISK REGISTER & RISK MITIGATION FRAMEWORK

DRC – HUMAN RECOVERY & DEVELOPMENT ECOSYSTEM

Confidential Information Memorandum

PURPOSE OF THIS APPENDIX

This appendix presents the Enterprise Risk Management (ERM) framework adopted for the DRC platform.

The purpose of this framework is to identify, assess, monitor, and mitigate risks that could affect project development, operations, financial performance, regulatory compliance, stakeholder relationships, and long-term value creation.

The framework has been designed to align with international institutional investment standards and enterprise governance best practices.

RISK MANAGEMENT PHILOSOPHY

The DRC project adopts a proactive approach to risk management.

The objective is not to eliminate risk entirely but to:

- **Identify Risks Early**
- **Quantify Potential Impact**
- **Implement Mitigation Measures**
- **Continuously Monitor Risk Exposure**
- **Protect Shareholder Value**
- **Ensure Long-Term Sustainability**

ENTERPRISE RISK GOVERNANCE

Shareholders

- Strategic Oversight

Board of Directors

- Risk Oversight Responsibility

Audit & Risk Committee

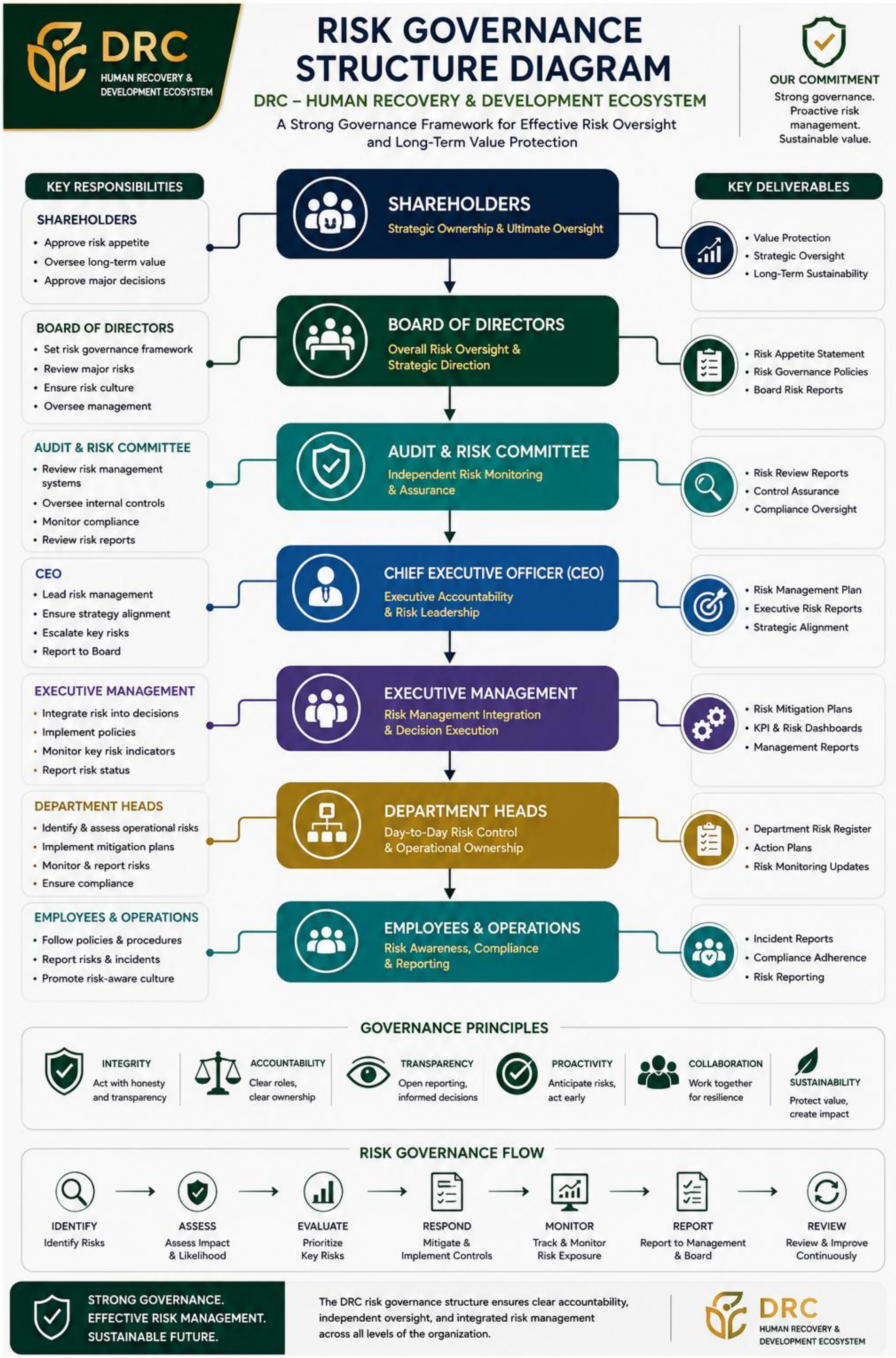
- Independent Risk Monitoring

Executive Management

- Operational Risk Management

Department Heads

- Day-to-Day Risk Control


DRC
HUMAN RECOVERY & DEVELOPMENT ECOSYSTEM
RISK GOVERNANCE STRUCTURE DIAGRAM
DRC – HUMAN RECOVERY & DEVELOPMENT ECOSYSTEM
A Strong Governance Framework for Effective Risk Oversight and Long-Term Value Protection
OUR COMMITMENT
Strong governance. Proactive risk management. Sustainable value.
KEY RESPONSIBILITIES
SHAREHOLDERS
• Approve risk appetite
• Oversee long-term value
• Approve major decisions
BOARD OF DIRECTORS
• Set risk governance framework
• Review major risks
• Ensure risk culture
• Oversee management
AUDIT & RISK COMMITTEE
• Review risk management systems
• Oversee internal controls
• Monitor compliance
• Review risk reports
CEO
• Lead risk management
• Ensure strategy alignment
• Escalate key risks
• Report to Board
EXECUTIVE MANAGEMENT
• Integrate risk into decisions
• Implement policies
• Monitor key risk indicators
• Report risk status
DEPARTMENT HEADS
• Identify & assess operational risks
• Implement mitigation plans
• Monitor & report risks
• Ensure compliance
EMPLOYEES & OPERATIONS
• Follow policies & procedures
• Report risks & incidents
• Promote risk-aware culture
SHAREHOLDERS
Strategic Ownership & Ultimate Oversight
BOARD OF DIRECTORS
Overall Risk Oversight & Strategic Direction
AUDIT & RISK COMMITTEE
Independent Risk Monitoring & Assurance
CHIEF EXECUTIVE OFFICER (CEO)
Executive Accountability & Risk Leadership
EXECUTIVE MANAGEMENT
Risk Management Integration & Decision Execution
DEPARTMENT HEADS
Day-to-Day Risk Control & Operational Ownership
EMPLOYEES & OPERATIONS
Risk Awareness, Compliance & Reporting
KEY DELIVERABLES
• Value Protection
• Strategic Oversight
• Long-Term Sustainability
• Risk Appetite Statement
• Risk Governance Policies
• Board Risk Reports
• Risk Review Reports
• Control Assurance
• Compliance Oversight
• Risk Management Plan
• Executive Risk Reports
• Strategic Alignment
• Risk Mitigation Plans
• KPI & Risk Dashboards
• Management Reports
• Department Risk Register
• Action Plans
• Risk Monitoring Updates
• Incident Reports
• Compliance Adherence
• Risk Reporting
GOVERNANCE PRINCIPLES
INTEGRITY
Act with honesty and transparency
ACCOUNTABILITY
Clear roles, clear ownership
TRANSPARENCY
Open reporting, informed decisions
PROACTIVITY
Anticipate risks, act early
COLLABORATION
Work together for resilience
SUSTAINABILITY
Protect value, create impact
RISK GOVERNANCE FLOW
IDENTIFY
Identify Risks
ASSESS
Assess Impact & Likelihood
EVALUATE
Prioritize Key Risks
RESPOND
Mitigate & Implement Controls
MONITOR
Track & Monitor Risk Exposure
REPORT
Report to Management & Board
REVIEW
Review & Improve Continuously
STRONG GOVERNANCE.
EFFECTIVE RISK MANAGEMENT.
SUSTAINABLE FUTURE.
The DRC risk governance structure ensures clear accountability, independent oversight, and integrated risk management across all levels of the organization.
DRC
HUMAN RECOVERY & DEVELOPMENT ECOSYSTEM

RISK CLASSIFICATION FRAMEWORK

The DRC risk register is categorized into:

- **Strategic Risks**
- **Development Risks**
- **Regulatory Risks**
- **Financial Risks**
- **Operational Risks**
- **Clinical Risks**
- **Human Capital Risks**
- **Technology Risks**
- **Market Risks**
- **ESG Risks**
- **Reputational Risks**
- **Force Majeure Risks**

RISK ASSESSMENT METHODOLOGY

Probability Scale

Rating	Description
Low	Unlikely
Medium	Possible
High	Likely

Impact Scale

Rating	Description
Low	Limited Impact
Medium	Moderate Impact
High	Significant Impact

STRATEGIC RISK REGISTER

Risk 1

Failure to Achieve Market Penetration

Probability:

- Medium

Impact:

- High

Mitigation

- Phased Expansion
- Strategic Partnerships
- Brand Development
- Medical Tourism Strategy

Risk 2

Expansion Strategy Delays

Probability:

- Medium

Impact:

- Medium

Mitigation

- Stage-Gate Expansion Model
- Capital Discipline
- Partnership-Based Growth

DEVELOPMENT RISKS

Risk 3

Construction Cost Inflation

Probability:

- High

Impact:

- High

Mitigation

- Cost Contingencies
- Value Engineering
- Fixed-Price Contracts
- Procurement Planning

Risk 4

Construction Delays

Probability:

- Medium

Impact:

- High

Mitigation

- Experienced Project Management
- Schedule Controls
- Performance Monitoring

Risk 5

Contractor Performance Risk

Probability:

- Medium

Impact:

- Medium

Mitigation

- Prequalification Process
- Performance Guarantees
- Milestone Reviews

REGULATORY RISKS

Risk 6

Licensing Delays

Probability:

- Medium

Impact:

- High

Mitigation

- Early Government Engagement
- Regulatory Advisors
- Compliance Framework

Risk 7

Regulatory Changes

Probability:

- Low

Impact:

- Medium

Mitigation

- Continuous Monitoring
- Adaptive Compliance Systems

FINANCIAL RISKS

Risk 8

Capital Availability Risk

Probability:

- Low

Impact:

- High

Mitigation

- 50% Strategic Investor Partnership
- Diversified Funding Options
- Capital Reserve Policies

Risk 9

Revenue Underperformance

Probability:

- Medium

Impact:

- High

Mitigation

- Diversified Revenue Streams
- Medical Tourism Programs
- Corporate Wellness Contracts

Risk 10

Cost Overruns

Probability:

- Medium

Impact:

- High

Mitigation

- Budget Controls
- Monthly Reporting
- Procurement Governance

MARKET RISKS

Risk 11

Increased Competition

Probability:

- Medium

Impact:

- Medium

Mitigation

- Integrated Ecosystem Model
- Research Differentiation
- Hospitality Integration

Risk 12

Economic Slowdown

Probability:

- Medium

Impact:

- Medium

Mitigation

- Revenue Diversification
- Government Contracts
- Long-Term Service Agreements

MEDICAL TOURISM RISKS

Risk 13

Lower International Demand

Probability:

- Medium

Impact:

- Medium

Mitigation

- Multiple Target Markets
- GCC Focus
- Regional Partnerships

CLINICAL RISKS

Risk 14

Clinical Quality Failure

Probability:

- Low

Impact:

- High

Mitigation

- Clinical Governance Committee
- Quality Assurance Systems
- Accreditation Standards

Risk 15

Patient Safety Incident

Probability:

- Low

Impact:

- High

Mitigation

- Medical Protocols
- Continuous Training
- Risk Monitoring

HUMAN CAPITAL RISKS

Risk 16

Talent Recruitment Challenges

Probability:

- Medium

Impact:

- High

Mitigation

- International Recruitment
- University Partnerships
- Competitive Compensation

Risk 17

Staff Retention Risk

Probability:

- Medium

Impact:

- Medium

Mitigation

- Career Development Programs
- Incentive Systems
- Leadership Development

TECHNOLOGY RISKS

Risk 18

Cybersecurity Breach

Probability:

- Medium

Impact:

- High

Mitigation

- Enterprise Security Framework
- Data Encryption
- Security Audits

Risk 19

System Failure

Probability:

- Low

Impact:

- Medium

Mitigation

- Backup Infrastructure
- Disaster Recovery Planning
- Redundant Systems

REPUTATIONAL RISKS

Risk 20

Brand Damage

Probability:

- Low

Impact:

- High

Mitigation

- Governance Framework
- Communication Protocols
- Quality Management

ESG RISKS

Risk 21

Sustainability Non-Compliance

Probability:

- Low

Impact:

- Medium

Mitigation

- ESG Committee
- Sustainability Reporting
- Environmental Management Plans

FORCE MAJEURE RISKS

Risk 22

Natural Events

Probability:

- Low

Impact:

- Medium

Mitigation

- Insurance Coverage
- Business Continuity Plans
- Emergency Preparedness

Risk 23

Global Health Events

Probability:

- Low

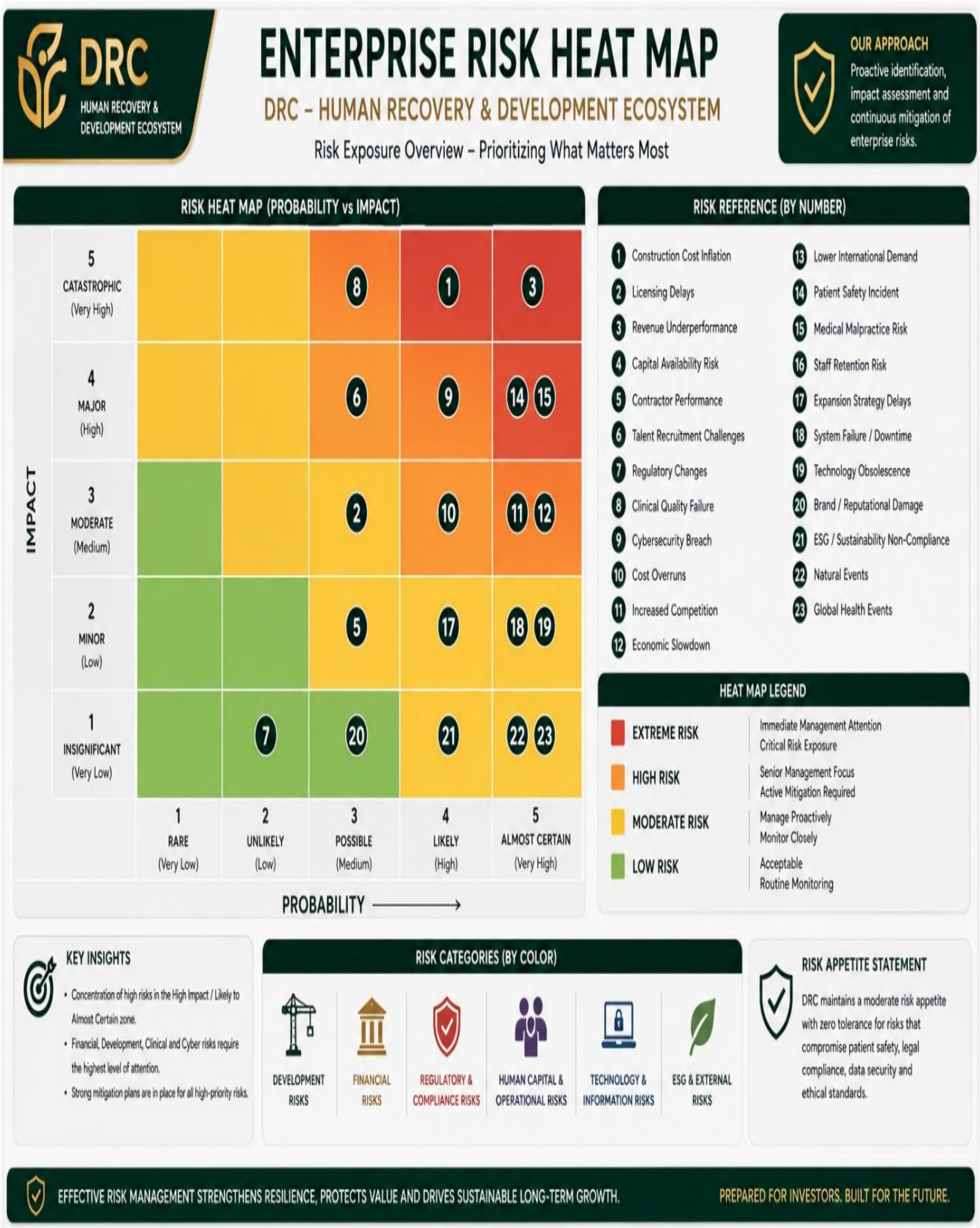
Impact:

- High

Mitigation

- Flexible Operations
- Telehealth Capability
- Crisis Management Framework

RISK HEAT MAP



HIGH PRIORITY RISKS

- **Construction Cost Inflation**
- **Revenue Underperformance**
- **Talent Recruitment**
- **Licensing Delays**
- **Cybersecurity Risk**

MEDIUM PRIORITY RISKS

- **Competition**
- **Economic Conditions**
- **Expansion Delays**
- **Contractor Performance**

LOW PRIORITY RISKS

- **Force Majeure Events**
- **Sustainability Risks**
- **Technology Failure**

ENTERPRISE RISK MATRIX

Risk Category	Probability	Impact
Construction Costs	High	High
Licensing Delays	Medium	High
Revenue Performance	Medium	High
Talent Recruitment	Medium	High
Cybersecurity	Medium	High
Competition	Medium	Medium
Economic Conditions	Medium	Medium

Risk Category	Probability	Impact
ESG Compliance	Low	Medium
Natural Events	Low	Medium

BUSINESS CONTINUITY FRAMEWORK

The DRC platform will maintain formal plans for:

- **Operational Continuity**
- **Clinical Continuity**
- **Technology Recovery**
- **Emergency Response**
- **Crisis Communications**
- **Disaster Recovery**

INSURANCE STRATEGY

The project intends to maintain:

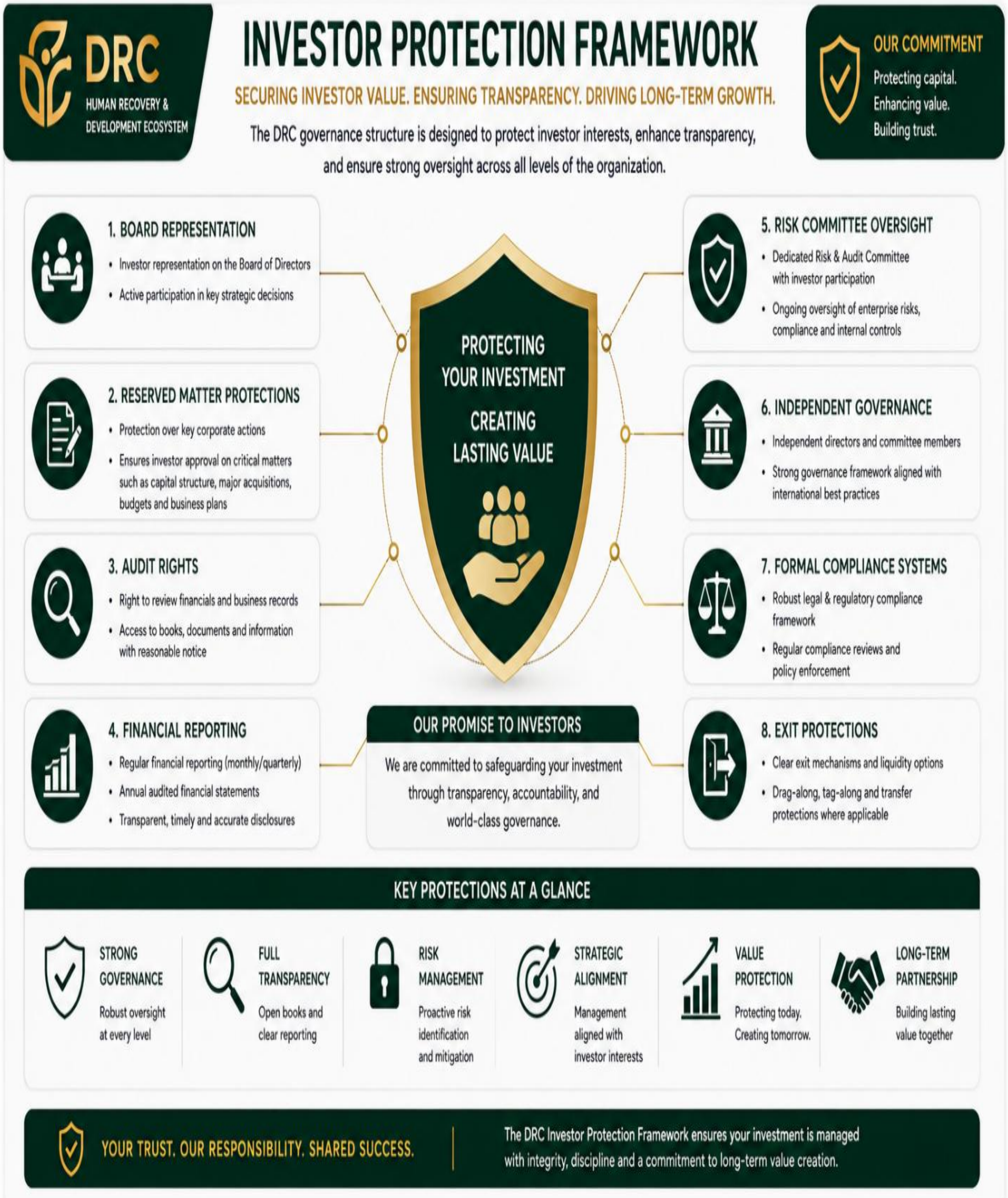
- **Construction Insurance**
- **Property Insurance**
- **Professional Liability Insurance**
- **Medical Malpractice Insurance**
- **Cybersecurity Insurance**
- **Directors & Officers Insurance**
- **Business Interruption Insurance**

INVESTOR RISK PROTECTION MEASURES

The DRC governance structure provides investors with:

✓ Board Representation
✓ Reserved Matter Protections
✓ Audit Rights
✓ Financial Reporting
✓ Risk Committee Oversight

- ✓ Independent Governance
- ✓ Formal Compliance Systems



RISK MONITORING FRAMEWORK

Monthly

- Operational Risks

Quarterly

- Enterprise Risk Review

Annually

- Independent Risk Assessment

Ongoing

- Board Oversight

INVESTMENT COMMITTEE SUMMARY

The DRC risk profile benefits from:

- **Diversified Revenue Sources**
- **Multiple Market Segments**
- **Large Strategic Land Asset**
- **Phased Development**
- **Institutional Governance**
- **Medical Tourism Potential**
- **Expansion Flexibility**

Strong Long-Term Demand Drivers

APPENDIX I CONCLUSION

The DRC Enterprise Risk Management Framework has been designed to identify and mitigate risks throughout the project lifecycle while protecting shareholder value and supporting sustainable growth.

The combination of structured governance, diversified revenue streams, phased development, institutional oversight, and proactive risk mitigation measures provides a strong foundation for long-term resilience and investment stability.

APPENDIX J

STRATEGIC PARTNERSHIPS, INSTITUTIONAL ALIGNMENT & ECOSYSTEM DEVELOPMENT FRAMEWORK

DRC – HUMAN RECOVERY & DEVELOPMENT ECOSYSTEM

Confidential Information Memorandum

PURPOSE OF THIS APPENDIX

The long-term success of the DRC platform depends upon the strength of its institutional relationships, strategic partnerships, and ecosystem integration.

This appendix outlines the framework through which DRC intends to collaborate with government institutions, universities, healthcare providers, research organizations, sports federations, hospitality operators, technology companies, and international partners.

These partnerships are expected to strengthen operational capabilities, improve service delivery, accelerate growth, reduce risk, and create sustainable long-term value.

STRATEGIC PARTNERSHIP PHILOSOPHY

DRC has been designed as an ecosystem rather than a standalone healthcare facility.

The partnership model is built upon:

- **Shared Value Creation**
- **Institutional Collaboration**
- **Knowledge Transfer**
- **Workforce Development**
- **Research Excellence**
- **Sustainable Growth**
- **Community Impact**

DRC ECOSYSTEM MODEL

The DRC platform connects multiple sectors into a single integrated framework.

- **Healthcare**
- **Education**
- **Research**
- **Workforce Development**
- **Hospitality**
- **Sports Medicine**
- **Technology**
- **Government Services**
- **Medical Tourism**


DRC ECOSYSTEM PARTNERSHIP WHEEL
AN INTEGRATED ECOSYSTEM. COLLABORATIVE IMPACT. SUSTAINABLE VALUE.
STRONG INSTITUTIONAL ALIGNMENT
Partnerships with Government entities ensure regulatory support, policy alignment and long-term sustainability.
GOVERNMENT
• Policy Alignment
• Regulatory Support
• National Priorities
• Public Health Initiatives
ADVANCED HEALTHCARE COLLABORATION
Integrated healthcare networks improve access, quality, and continuity of care.
SPORTS MEDICINE
• Sports Federations
• Athlete Recovery
• Performance Science
• Training & Camps
HEALTHCARE
• Hospitals & Clinics
• Specialist Networks
• Referral Systems
• Clinical Excellence
SPORTS MEDICINE EXCELLENCE
Supporting athletes with world-class care, recovery and performance optimization.
COLLABORATION • INNOVATION • EXCELLENCE
DRC
HUMAN RECOVERY & DEVELOPMENT ECOSYSTEM
RECOVER. EMPOWER. REINTEGRATE. TRANSFORM LIVES.
INTEGRATION • IMPACT • SUSTAINABILITY
HOSPITALITY
• Hotel Partnerships
• Wellness Retreats
• Conference Services
• Patient Experience
HOSPITALITY INTEGRATION
Enhancing patient experience and supporting medical tourism growth.
UNIVERSITIES
• Academic Programs
• Student Training
• Faculty Collaboration
• Knowledge Exchange
ACADEMIC EXCELLENCE & WORKFORCE DEVELOPMENT
Strong academic partnerships build capacity and foster innovation.
MEDICAL TOURISM
• International Patients
• Travel Partners
• Insurance Networks
• Destination Branding
MEDICAL TOURISM GROWTH
Positioning Dhofar as a regional destination for recovery, wellness and integrated care.
CORPORATE SECTOR
• Employee Wellness
• Corporate Programs
• CSR Collaboration
• Executive Recovery
RESEARCH
• Behavioral Research
• Clinical Studies
• Innovation & Trials
• Evidence-Based Solutions
RESEARCH & INNOVATION LEADERSHIP
Driving evidence-based innovation that shapes best practices and improves outcomes.
CORPORATE COLLABORATION
Strategic corporate partnerships drive workforce wellbeing, social impact and long-term value creation.
TOGETHER, WE BUILD A STRONGER, HEALTHIER, AND MORE RESILIENT SOCIETY.
ONE ECOSYSTEM. ENDLESS POSSIBILITIES.
DRC
HUMAN RECOVERY & DEVELOPMENT ECOSYSTEM

GOVERNMENT ALIGNMENT FRAMEWORK

Government collaboration is expected to be one of the strongest pillars supporting DRC.

MINISTRY OF HEALTH

Strategic Role

- Healthcare Governance & Clinical Excellence

- **Potential Areas of Cooperation**
- **Clinical Licensing**
- **Healthcare Standards**
- **Medical Workforce Development**
- **Specialist Referrals**
- **Healthcare Research**

Strategic Benefit

- Strengthens clinical credibility and healthcare quality.

MINISTRY OF LABOUR

Strategic Role

- Human Development & Workforce Reintegration

- **Potential Areas of Cooperation**
- **Vocational Training Programs**
- **Workforce Placement**
- **Skills Development**
- **Employment Reintegration**
- **Career Development**

Strategic Benefit

- Supports sustainable recovery outcomes.

MINISTRY OF HIGHER EDUCATION

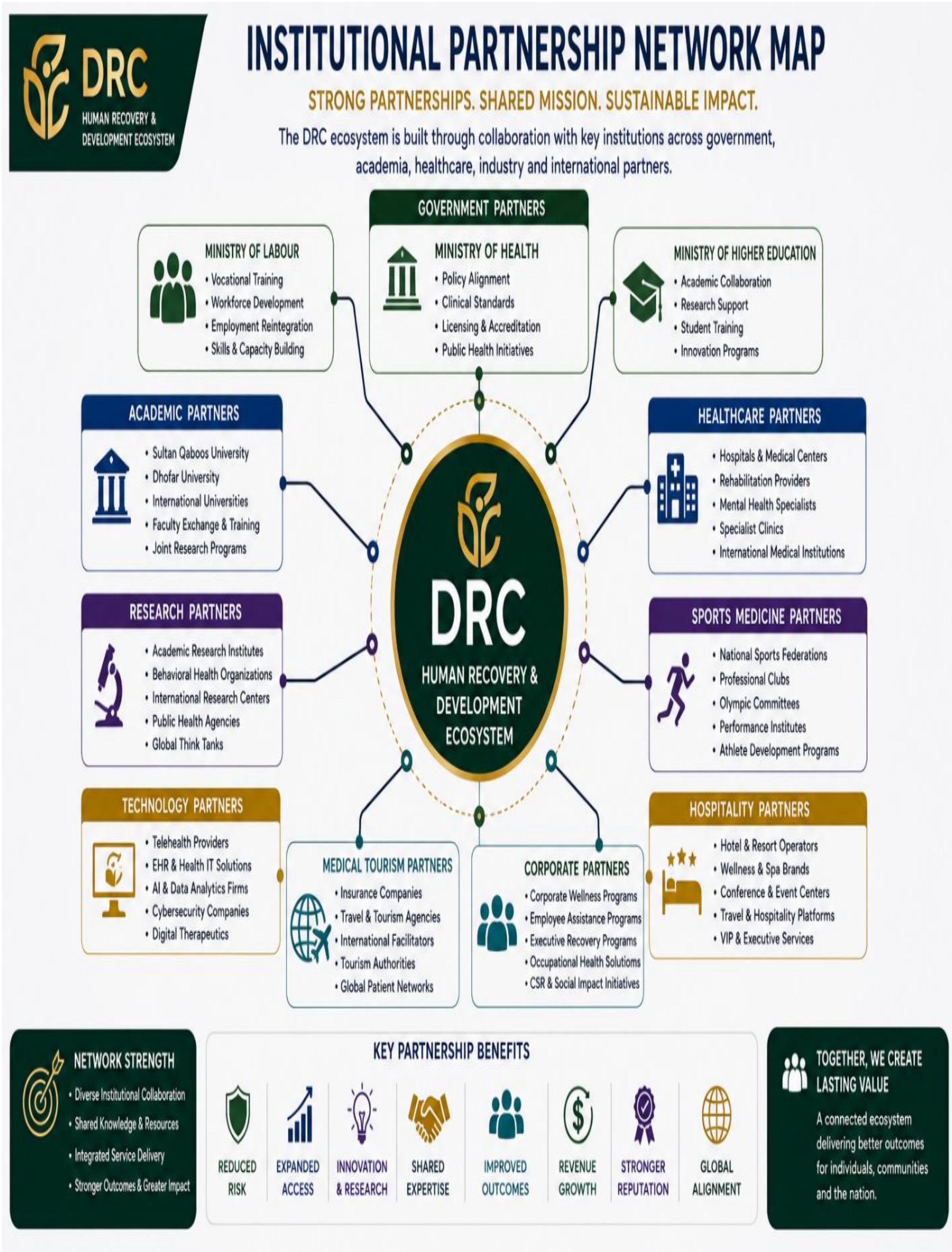
Strategic Role

- Academic Development

- **Potential Areas of Cooperation**
- **Research Programs**
- **Student Training**
- **Academic Collaboration**
- **Innovation Initiatives**

Strategic Benefit

- Supports long-term knowledge creation.


DRC
HUMAN RECOVERY & DEVELOPMENT ECOSYSTEM
INSTITUTIONAL PARTNERSHIP NETWORK MAP
STRONG PARTNERSHIPS. SHARED MISSION. SUSTAINABLE IMPACT.
The DRC ecosystem is built through collaboration with key institutions across government, academia, healthcare, industry and international partners.
GOVERNMENT PARTNERS
MINISTRY OF LABOUR
• Vocational Training
• Workforce Development
• Employment Reintegration
• Skills & Capacity Building
MINISTRY OF HEALTH
• Policy Alignment
• Clinical Standards
• Licensing & Accreditation
• Public Health Initiatives
MINISTRY OF HIGHER EDUCATION
• Academic Collaboration
• Research Support
• Student Training
• Innovation Programs
ACADEMIC PARTNERS
• Sultan Qaboos University
• Dhofar University
• International Universities
• Faculty Exchange & Training
• Joint Research Programs
HEALTHCARE PARTNERS
• Hospitals & Medical Centers
• Rehabilitation Providers
• Mental Health Specialists
• Specialist Clinics
• International Medical Institutions
DRC
HUMAN RECOVERY & DEVELOPMENT ECOSYSTEM
RESEARCH PARTNERS
• Academic Research Institutes
• Behavioral Health Organizations
• International Research Centers
• Public Health Agencies
• Global Think Tanks
SPORTS MEDICINE PARTNERS
• National Sports Federations
• Professional Clubs
• Olympic Committees
• Performance Institutes
• Athlete Development Programs
TECHNOLOGY PARTNERS
• Telehealth Providers
• EHR & Health IT Solutions
• AI & Data Analytics Firms
• Cybersecurity Companies
• Digital Therapeutics
MEDICAL TOURISM PARTNERS
• Insurance Companies
• Travel & Tourism Agencies
• International Facilitators
• Tourism Authorities
• Global Patient Networks
CORPORATE PARTNERS
• Corporate Wellness Programs
• Employee Assistance Programs
• Executive Recovery Programs
• Occupational Health Solutions
• CSR & Social Impact Initiatives
HOSPITALITY PARTNERS
• Hotel & Resort Operators
• Wellness & Spa Brands
• Conference & Event Centers
• Travel & Hospitality Platforms
• VIP & Executive Services
NETWORK STRENGTH
• Diverse Institutional Collaboration
• Shared Knowledge & Resources
• Integrated Service Delivery
• Stronger Outcomes & Greater Impact
KEY PARTNERSHIP BENEFITS
REDUCED RISK
EXPANDED ACCESS
INNOVATION & RESEARCH
SHARED EXPERTISE
IMPROVED OUTCOMES
REVENUE GROWTH
STRONGER REPUTATION
GLOBAL ALIGNMENT
TOGETHER, WE CREATE LASTING VALUE
A connected ecosystem delivering better outcomes for individuals, communities and the nation.

MUNICIPAL & DEVELOPMENT AUTHORITIES

Strategic Role

- Infrastructure & Development Coordination

Potential Areas of Cooperation

- **Planning Coordination**
- **Infrastructure Development**
- **Community Integration**
- **Future Expansion Support**

UNIVERSITY PARTNERSHIP FRAMEWORK

Universities play a critical role within the DRC ecosystem.

SULTAN QABOOS UNIVERSITY

Potential Collaboration Areas

- **Clinical Research**
- **Behavioral Health Research**
- **Medical Training**
- **Academic Publications**
- **Graduate Programs**

DHOFAR UNIVERSITY

Potential Collaboration Areas

- **Community Research**
- **Workforce Development**
- **Educational Programs**
- **Social Impact Studies**

INTERNATIONAL UNIVERSITIES

Potential Collaboration Areas

- **Joint Research**
- **Faculty Exchange**
- **International Conferences**
- **Clinical Innovation**

RESEARCH PARTNERSHIP FRAMEWORK

The Advanced Behavioral Research Institute provides opportunities for collaboration with:

- **Academic Institutions**
- **Research Organizations**
- **Healthcare Systems**
- **International Think Tanks**
- **Public Health Agencies**

HEALTHCARE PARTNERSHIP FRAMEWORK

DRC intends to establish collaborative relationships with:

- **Hospitals**
- **Rehabilitation Centers**
- **Mental Health Providers**
- **Specialist Clinics**
- **International Medical Institutions**

Strategic Objectives

- **Referral Networks**
- **Clinical Collaboration**
- **Specialist Access**
- **Knowledge Sharing**

SPORTS MEDICINE PARTNERSHIP FRAMEWORK

The Sports Medicine Platform creates opportunities with:

- **National Teams**
- **Sports Federations**
- **Professional Clubs**
- **Olympic Committees**
- **Performance Institutes**

Strategic Objectives

- **Training Camps**
- **Athlete Recovery Programs**
- **Sports Science Research**
- **Performance Optimization**

HOSPITALITY PARTNERSHIP FRAMEWORK

Hospitality partnerships may support:

- **Medical Tourism**
- **Wellness Programs**
- **Executive Retreats**
- **Conference Services**
- **International Visitors**

Potential Partners

- **Hotel Operators**
- **Wellness Brands**
- **Tourism Organizations**
- **Travel Platforms**

TECHNOLOGY PARTNERSHIP FRAMEWORK

Technology is a critical component of future growth.

Potential Areas

- **Telehealth**
- **Electronic Health Records**
- **Artificial Intelligence**
- **Data Analytics**
- **Cybersecurity**
- **Digital Therapeutics**

Strategic Benefit

- Enhances efficiency, scalability, and patient outcomes.

MEDICAL TOURISM PARTNERSHIP FRAMEWORK

DRC intends to build a regional medical tourism network.

Potential Partners

- **Healthcare Providers**
- **Insurance Companies**
- **Travel Agencies**
- **Hospitality Operators**
- **Tourism Authorities**

Strategic Objective

Position Dhofar as a regional destination for recovery, wellness, and healthcare excellence.

CORPORATE PARTNERSHIP FRAMEWORK

Corporate organizations represent an important client segment.

Potential Programs

- **Executive Wellness**
- **Workforce Wellbeing**
- **Employee Assistance Programs**
- **Leadership Recovery Programs**
- **Occupational Health Programs**

INTERNATIONAL DEVELOPMENT PARTNERS

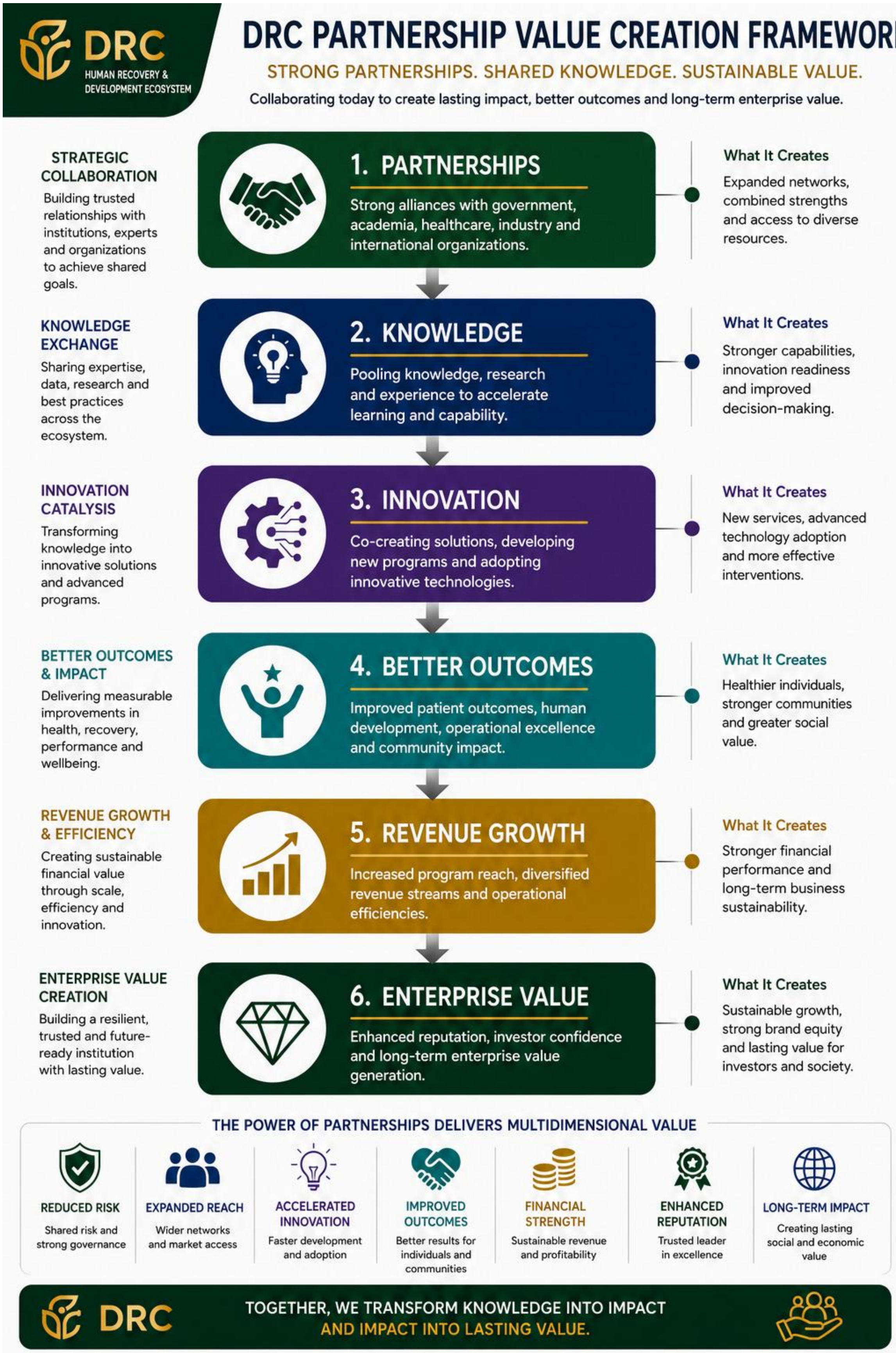
Potential future collaboration opportunities include:

- **International NGOs**
- **Development Agencies**
- **Healthcare Foundations**
- **Global Research Networks**
- **Public Health Organizations**

VALUE CREATION THROUGH PARTNERSHIPS

Partnerships create value through:

- **Expanded Market Access**
- **Reduced Development Risk**
- **Shared Expertise**
- **Brand Enhancement**
- **Revenue Growth**
- **Innovation Acceleration**
- **Improved Patient Outcomes**

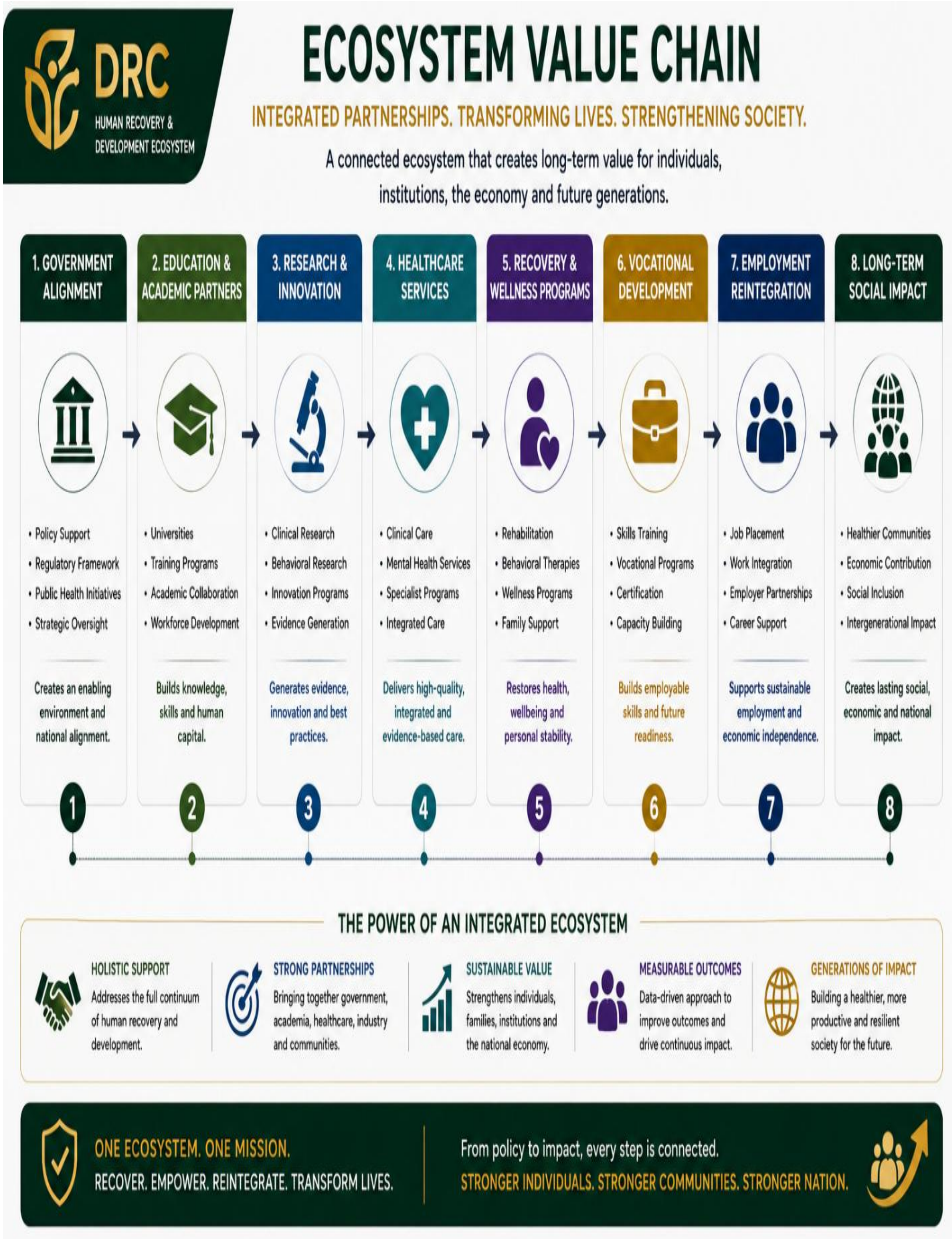


DRC
HUMAN RECOVERY & DEVELOPMENT ECOSYSTEM
DRC PARTNERSHIP VALUE CREATION FRAMEWORK
STRONG PARTNERSHIPS. SHARED KNOWLEDGE. SUSTAINABLE VALUE.
Collaborating today to create lasting impact, better outcomes and long-term enterprise value.
STRATEGIC COLLABORATION
Building trusted relationships with institutions, experts and organizations to achieve shared goals.
1. PARTNERSHIPS
Strong alliances with government, academia, healthcare, industry and international organizations.
What It Creates
Expanded networks, combined strengths and access to diverse resources.
KNOWLEDGE EXCHANGE
Sharing expertise, data, research and best practices across the ecosystem.
2. KNOWLEDGE
Pooling knowledge, research and experience to accelerate learning and capability.
What It Creates
Stronger capabilities, innovation readiness and improved decision-making.
INNOVATION CATALYSIS
Transforming knowledge into innovative solutions and advanced programs.
3. INNOVATION
Co-creating solutions, developing new programs and adopting innovative technologies.
What It Creates
New services, advanced technology adoption and more effective interventions.
BETTER OUTCOMES & IMPACT
Delivering measurable improvements in health, recovery, performance and wellbeing.
4. BETTER OUTCOMES
Improved patient outcomes, human development, operational excellence and community impact.
What It Creates
Healthier individuals, stronger communities and greater social value.
REVENUE GROWTH & EFFICIENCY
Creating sustainable financial value through scale, efficiency and innovation.
5. REVENUE GROWTH
Increased program reach, diversified revenue streams and operational efficiencies.
What It Creates
Stronger financial performance and long-term business sustainability.
ENTERPRISE VALUE CREATION
Building a resilient, trusted and future-ready institution with lasting value.
6. ENTERPRISE VALUE
Enhanced reputation, investor confidence and long-term enterprise value generation.
What It Creates
Sustainable growth, strong brand equity and lasting value for investors and society.
THE POWER OF PARTNERSHIPS DELIVERS MULTIDIMENSIONAL VALUE
REDUCED RISK
Shared risk and strong governance
EXPANDED REACH
Wider networks and market access
ACCELERATED INNOVATION
Faster development and adoption
IMPROVED OUTCOMES
Better results for individuals and communities
FINANCIAL STRENGTH
Sustainable revenue and profitability
ENHANCED REPUTATION
Trusted leader in excellence
LONG-TERM IMPACT
Creating lasting social and economic value
DRC
TOGETHER, WE TRANSFORM KNOWLEDGE INTO IMPACT
AND IMPACT INTO LASTING VALUE.

PARTNERSHIP PRIORITY MATRIX

Partner Category	Strategic Importance
Ministry of Health	Very High
Ministry of Labour	Very High
Universities	Very High
Hospitals & Clinics	High
Research Institutions	High
Sports Federations	High
Hospitality Operators	Medium
Technology Providers	High
Corporate Clients	High
International Partners	Medium

ECOSYSTEM VALUE CHAIN



PARTNERSHIP DEVELOPMENT ROADMAP

Phase 1

Years 1–3

- **Government Alignment**
- **Healthcare Partnerships**
- **University Engagement**

Phase 2

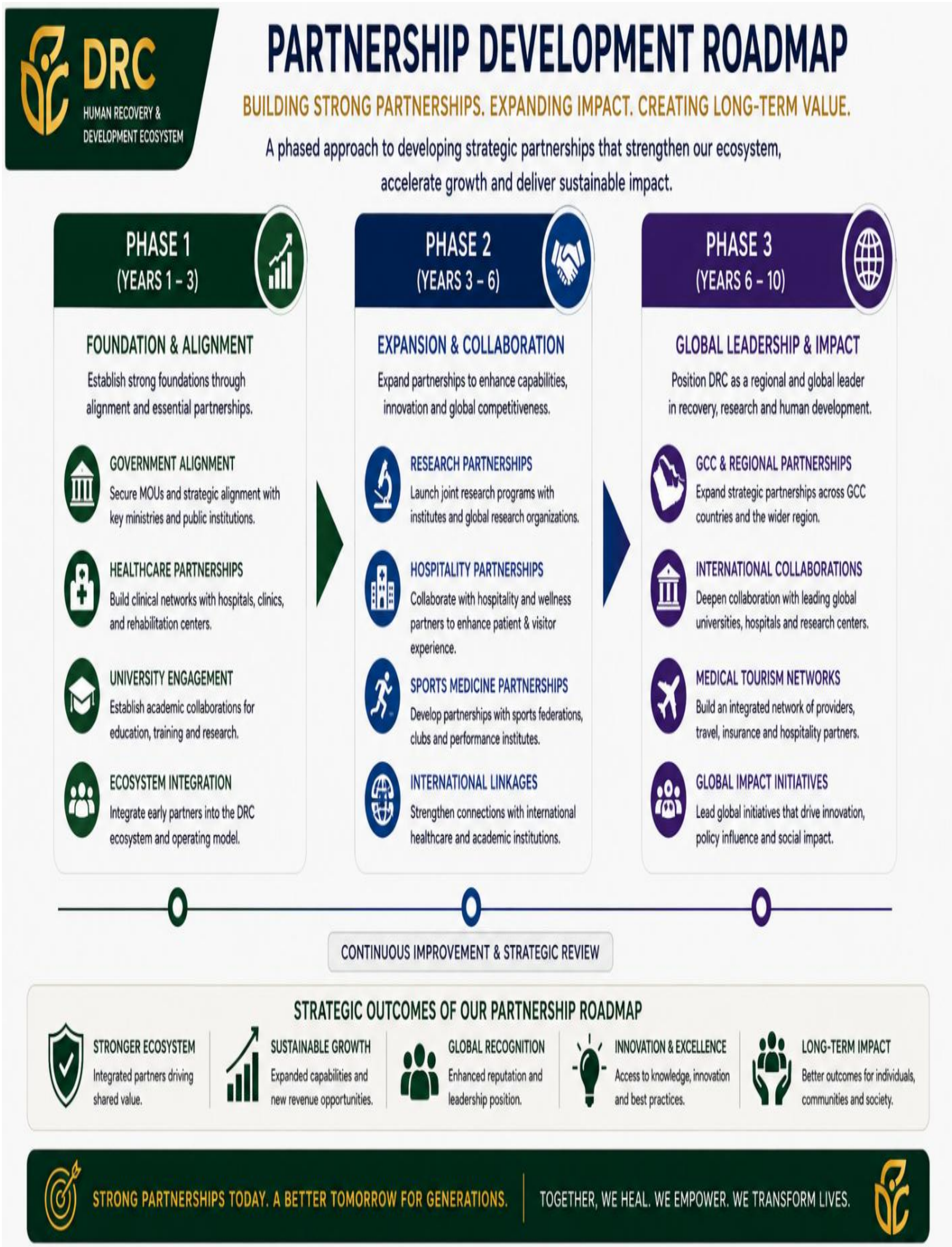
Years 3–6

- **Research Partnerships**
- **Hospitality Partnerships**
- **Sports Medicine Partnerships**

Phase 3

Years 6–10

- **GCC Partnerships**
- **International Collaborations**
- **Medical Tourism Networks**


DRC
HUMAN RECOVERY & DEVELOPMENT ECOSYSTEM
PARTNERSHIP DEVELOPMENT ROADMAP
BUILDING STRONG PARTNERSHIPS. EXPANDING IMPACT. CREATING LONG-TERM VALUE.
A phased approach to developing strategic partnerships that strengthen our ecosystem, accelerate growth and deliver sustainable impact.
PHASE 1 (YEARS 1 – 3)
FOUNDATION & ALIGNMENT
Establish strong foundations through alignment and essential partnerships.
GOVERNMENT ALIGNMENT
Secure MOUs and strategic alignment with key ministries and public institutions.
HEALTHCARE PARTNERSHIPS
Build clinical networks with hospitals, clinics, and rehabilitation centers.
UNIVERSITY ENGAGEMENT
Establish academic collaborations for education, training and research.
ECOSYSTEM INTEGRATION
Integrate early partners into the DRC ecosystem and operating model.
PHASE 2 (YEARS 3 – 6)
EXPANSION & COLLABORATION
Expand partnerships to enhance capabilities, innovation and global competitiveness.
RESEARCH PARTNERSHIPS
Launch joint research programs with institutes and global research organizations.
HOSPITALITY PARTNERSHIPS
Collaborate with hospitality and wellness partners to enhance patient & visitor experience.
SPORTS MEDICINE PARTNERSHIPS
Develop partnerships with sports federations, clubs and performance institutes.
INTERNATIONAL LINKAGES
Strengthen connections with international healthcare and academic institutions.
PHASE 3 (YEARS 6 – 10)
GLOBAL LEADERSHIP & IMPACT
Position DRC as a regional and global leader in recovery, research and human development.
GCC & REGIONAL PARTNERSHIPS
Expand strategic partnerships across GCC countries and the wider region.
INTERNATIONAL COLLABORATIONS
Deepen collaboration with leading global universities, hospitals and research centers.
MEDICAL TOURISM NETWORKS
Build an integrated network of providers, travel, insurance and hospitality partners.
GLOBAL IMPACT INITIATIVES
Lead global initiatives that drive innovation, policy influence and social impact.
CONTINUOUS IMPROVEMENT & STRATEGIC REVIEW
STRATEGIC OUTCOMES OF OUR PARTNERSHIP ROADMAP
STRONGER ECOSYSTEM
Integrated partners driving shared value.
SUSTAINABLE GROWTH
Expanded capabilities and new revenue opportunities.
GLOBAL RECOGNITION
Enhanced reputation and leadership position.
INNOVATION & EXCELLENCE
Access to knowledge, innovation and best practices.
LONG-TERM IMPACT
Better outcomes for individuals, communities and society.
STRONG PARTNERSHIPS TODAY. A BETTER TOMORROW FOR GENERATIONS.
TOGETHER, WE HEAL. WE EMPOWER. WE TRANSFORM LIVES.

INVESTOR BENEFITS

The partnership framework provides:

- ✓ Reduced Operational Risk
- ✓ Faster Market Entry
- ✓ Enhanced Clinical Credibility
- ✓ Expanded Revenue Opportunities
- ✓ Stronger Brand Positioning
- ✓ Greater Research Potential
- ✓ Long-Term Growth Support
- ✓ Increased Enterprise Value

STRATEGIC CONCLUSION

The DRC partnership model has been designed to create a highly interconnected ecosystem capable of supporting healthcare excellence, human development, research leadership, workforce reintegration, sports medicine innovation, and medical tourism growth.

Rather than operating as a standalone institution, DRC seeks to become a platform that connects government, academia, healthcare, business, technology, and community stakeholders within a unified framework.

APPENDIX J CONCLUSION

The Strategic Partnership & Institutional Alignment Framework significantly strengthens the DRC investment proposition by reducing execution risk, enhancing operational capability, expanding growth opportunities, and supporting long-term sustainability.

Through structured collaboration with government entities, universities, healthcare organizations, technology providers, sports institutions, hospitality operators, and international partners, DRC is positioned to evolve into one of the region's most integrated human recovery and development ecosystems.

Appendix K

Abbreviations, Definitions & Disclaimers

Abbreviations

Abbreviation	Full Form
DRC	Dhofar Recovery Center
CIM	Confidential Information Memorandum
GCC	Gulf Cooperation Council
IRR	Internal Rate of Return
NPV	Net Present Value
EBITDA	Earnings Before Interest, Taxes, Depreciation and Amortization
ESG	Environmental, Social and Governance
ERM	Enterprise Risk Management
KPI	Key Performance Indicator
AI	Artificial Intelligence
EHR	Electronic Health Record
CSR	Corporate Social Responsibility
MOU	Memorandum of Understanding
VIP	Very Important Person
CEO	Chief Executive Officer
COO	Chief Operating Officer
CFO	Chief Financial Officer
sqm	Square Meter

Abbreviation	Full Form
USD	United States Dollar
CAGR	Compound Annual Growth Rate (if used in market analysis)

Definitions

Term	Definition
DRC	Dhofar Recovery Center
Project	The proposed DRC Human Recovery & Development Ecosystem
Investor	Any party considering an investment in DRC
Company	The entity established to develop and operate DRC
Campus	The 300,000 sqm development site
Medical Tourism	Travel undertaken to obtain healthcare, recovery, wellness, or rehabilitation services
EBITDA	Earnings Before Interest, Taxes, Depreciation and Amortization
IRR	Internal Rate of Return
NPV	Net Present Value
Payback Period	Estimated period required to recover invested capital

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DHOFAR RECOVERY CENTER (DRC)

HUMAN RECOVERY & DEVELOPMENT ECOSYSTEM

INVESTMENT HIGHLIGHTS

300,000 SQM INTEGRATED DEVELOPMENT PLATFORM

USD 70 MILLION TOTAL PROJECT INVESTMENT

50% STRATEGIC EQUITY PARTICIPATION OPPORTUNITY

DHOFAR, SULTANATE OF OMAN

Transforming Recovery.

Advancing Human Development.

Creating Long-Term Value.

A Landmark Destination for:

- ✓ Healthcare Excellence
- ✓ Human Recovery & Rehabilitation
- ✓ Mental Health & Behavioral Wellness
- ✓ Vocational Development & Reintegration
- ✓ Advanced Research & Innovation
- ✓ Sports Medicine & Performance Science
- ✓ Medical Tourism & Hospitality
- ✓ Digital Health & Technology

STRATEGIC VISION

To establish the Middle East's leading integrated Human Recovery & Development Ecosystem, delivering world-class healthcare, rehabilitation, education, research, wellness, and hospitality services while creating sustainable long-term value for stakeholders and society.

PROJECT OVERVIEW

Item	Description
Project	Dhofar Recovery Center (DRC)
Location	Dhofar Governorate, Sultanate of Oman
Land Area	300,000 sqm
Development Model	Integrated Healthcare & Human Development Ecosystem
Capital Requirement	USD 70 Million
Strategic Investor Participation	50% Equity
Expansion Potential	Oman, GCC & International Markets

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THANK YOU

We Welcome the Opportunity to Discuss This Investment Further.