EXECUTIVE SUMMARY

1.0 EXECUTIVE SUMMARY

1.1 Introduction

This Feasibility Study evaluates the viability of establishing the **Dhofar Recovery Center (DRC)** as an integrated Human Recovery and Development Ecosystem in Salalah, Dhofar Governorate, Sultanate of Oman.

The study examines the project's strategic rationale, market opportunity, technical requirements, operational framework, financial viability, regulatory environment, environmental sustainability, social impact, risk profile, and implementation strategy.

The findings indicate that DRC represents a unique and strategically significant opportunity capable of delivering substantial healthcare, economic, social, and investment benefits while supporting Oman's long-term healthcare and economic diversification objectives.

1.2 Project Overview

The Dhofar Recovery Center is envisioned as a multidisciplinary ecosystem integrating healthcare, rehabilitation, mental health services, sports medicine, wellness programs, research and innovation activities, education and training initiatives, hospitality services, and medical tourism offerings.

The project seeks to establish a regional center of excellence focused on human recovery, wellbeing, resilience, and long-term health outcomes.

The proposed development will leverage Dhofar's unique environmental characteristics, strategic location, and growing healthcare demand to create a distinctive healthcare destination serving both domestic and international markets.

1.3 Strategic Rationale

The DRC project supports several strategic priorities:

Healthcare Sector Development

Expansion of specialized healthcare and rehabilitation services.

Economic Diversification

Contribution to non-oil economic growth.

Medical Tourism Development

Attraction of regional and international patients.

Workforce Development

Creation of healthcare employment and professional development opportunities.

Research & Innovation

Promotion of healthcare research and knowledge generation.

Regional Competitiveness

Strengthening Dhofar's position as a healthcare and wellness destination.

The project demonstrates strong alignment with national development priorities and emerging healthcare trends.

1.4 Market Opportunity

The market assessment identified favorable conditions supporting project development.

Key demand drivers include:

- Growing healthcare needs.
- Increasing prevalence of chronic conditions.
- Rising demand for rehabilitation services.
- Greater awareness of mental health.
- Expansion of wellness and preventative healthcare markets.
- Growth in medical tourism across the GCC region.
- Demand for integrated recovery and rehabilitation services.

The study concludes that significant unmet demand exists for specialized recovery and rehabilitation services within Oman and the wider GCC market.

1.5 Competitive Positioning

The DRC project benefits from several competitive advantages.

Integrated Ecosystem Model

Combining healthcare, rehabilitation, wellness, research, education, and hospitality within a single destination.

Strategic Location

Leveraging Dhofar's unique climate, environment, and accessibility.

Medical Tourism Potential

Supporting regional and international patient attraction.

Research and Innovation Capability

Creating opportunities for continuous improvement and knowledge generation.

ESG Alignment

Promoting sustainable development and social value creation.

These factors differentiate DRC from traditional healthcare facilities and strengthen its long-term market position.

1.6 Technical Feasibility

The technical assessment confirms the feasibility of developing the proposed ecosystem.

The project benefits from:

- Suitable land availability.
- Favorable environmental conditions.
- Infrastructure accessibility.
- Utility availability.
- Expandable development capacity.
- Digital health integration opportunities.

No significant technical barriers were identified that would prevent successful implementation.

1.7 Operational Feasibility

The operational assessment concludes that DRC can be successfully managed through an integrated operating model supported by:

- Strong governance structures.
- Multidisciplinary clinical services.
- Workforce development strategies.
- Technology-enabled operations.
- Strategic partnerships.
- Digital health systems.

The operating framework supports scalability, efficiency, quality assurance, and long-term sustainability.

1.8 Financial Feasibility

The financial assessment indicates that DRC demonstrates strong long-term investment potential.

Estimated Capital Investment

USD 70 Million

Revenue Model

Diversified revenue streams across healthcare, rehabilitation, wellness, hospitality, research, education, and medical tourism.

Financial Indicators

Base Case IRR: 15%–17%

Estimated Payback Period: 7–8 Years

Positive NPV under all evaluated scenarios.

The project exhibits characteristics consistent with attractive healthcare infrastructure investments.

1.9 Revenue Strategy

The proposed revenue model reduces dependence on a single income source and improves financial resilience.

Primary revenue streams include:

- Healthcare services.
- Rehabilitation services.
- Mental health services.
- Sports medicine services.
- Wellness programs.
- Hospitality services.
- Research activities.
- Education programs.
- Medical tourism services.

Revenue diversification strengthens sustainability and investor attractiveness.

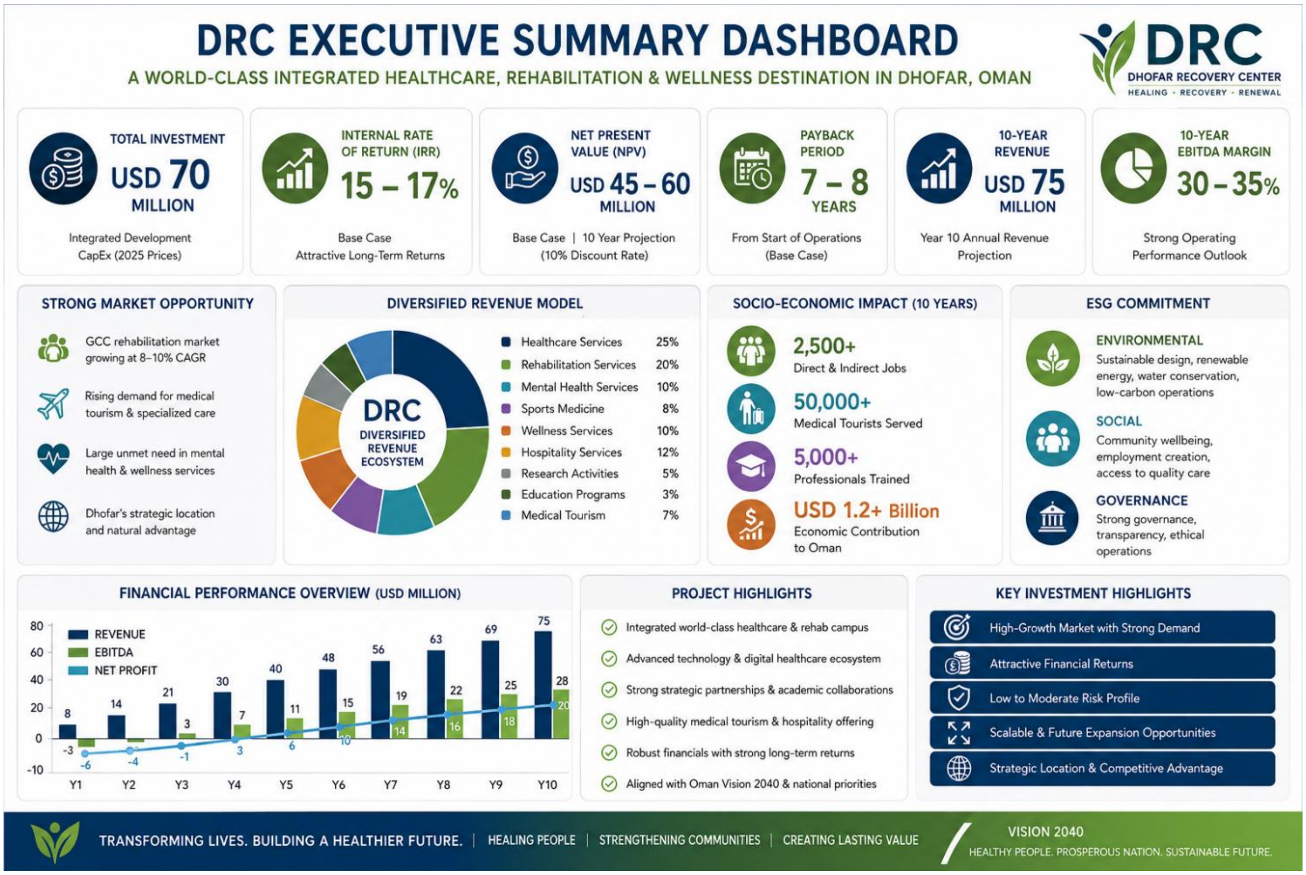

Figure 1 Executive Summary Dashboard Showing Key Investment Metrics, Revenue Model, ESG Commitment and Strategic Outcomes.

1.10 ESG & Sustainability Assessment

The project demonstrates strong Environmental, Social, and Governance characteristics.

Environmental Benefits

- Sustainable construction practices.
- Energy efficiency initiatives.
- Water conservation measures.
- Responsible waste management.

Social Benefits

- Improved healthcare access.

- Employment generation.
- Workforce development.
- Community wellbeing enhancement.

Governance Benefits

- Strong accountability frameworks.
- Risk management systems.
- Compliance and transparency mechanisms.

The ESG profile supports long-term value creation and stakeholder confidence.

1.11 Risk Assessment Summary

A comprehensive risk assessment identified manageable risk exposure across all major categories.

Strategic Risk

- Moderate.

Operational Risk

- Moderate.

Financial Risk

- Moderate.

Regulatory Risk

- Low to Moderate.

Technology Risk

- Moderate.

ESG Risk

- Low.

The project's diversified operating model and governance framework significantly mitigate risk exposure.

1.12 Implementation Strategy

A phased implementation approach is recommended.

Phase 1

- Project Mobilization

Phase 2

- Design & Approvals

Phase 3

- Construction & Infrastructure Development

Phase 4

- Technology & Equipment Deployment

Phase 5

- Recruitment & Training

Phase 6

- Operational Readiness

Phase 7

- Commissioning & Launch

The overall implementation period is estimated at approximately 4–5 years.

1.13 Investment Highlights

The project offers several compelling investment characteristics:

- Strong healthcare sector fundamentals.
- Significant market demand.
- Medical tourism growth opportunities.
- Diversified revenue model.
- Attractive financial returns.

- Positive ESG profile.
- Long-term growth potential.
- Regional market leadership opportunities.

These factors collectively create a compelling investment proposition.

1.14 Overall Feasibility Assessment

Assessment Area	Rating
Strategic Feasibility	High
Market Feasibility	High
Technical Feasibility	High
Operational Feasibility	High
Financial Feasibility	High
Regulatory Feasibility	High
ESG Readiness	High
Investment Readiness	High

The project demonstrates consistently favorable outcomes across all assessment categories.

1.15 Conclusion & Recommendation

Based on the findings of this Feasibility Study, the Dhofar Recovery Center is considered a viable, investable, and strategically significant project.

The project demonstrates:

- Strong market demand.
- Technical feasibility.

- Operational readiness.
- Attractive financial performance.
- Positive ESG characteristics.
- Manageable risk exposure.
- Significant social and economic benefits.

Accordingly, it is recommended that the project proceed to the next stage of development, including investor engagement, detailed design, regulatory approvals, funding mobilization, and implementation planning.

The Dhofar Recovery Center has the potential to become a landmark healthcare and recovery ecosystem, supporting healthcare excellence, economic diversification, medical tourism growth, research advancement, and long-term sustainable development within the Sultanate of Oman and the wider region.