# SHINAS
# AURORA

## Shaping Skylines
## Driving Growth

Shinas Oil Terminal
1605340

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# Oman Map



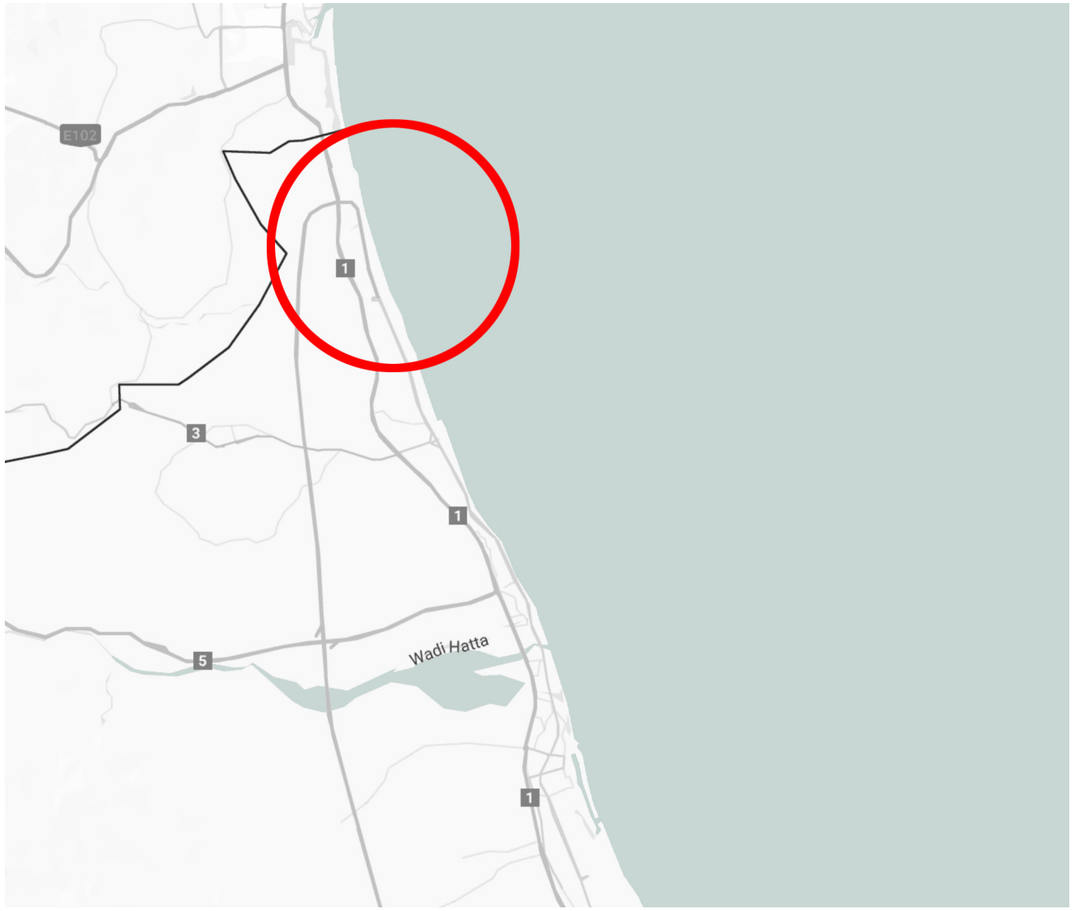

# Project Overview and Strategic Objectives

## Introduction

During a period of profound economic transformation and with countries emphasizing diversification of revenue sources, the development of energy, trade and logistics infrastructure has become a core pillar of sustainable progress across the Gulf region. The Sultanate of Oman, in line with its Vision 2040, has put forward strategic programs aimed at strengthening its role in the global energy trade and improving employment and regional development indicators.

The Shinas Oil Terminal project, conceived as a national and supra-regional initiative, is designed to create one of the largest centers for storage, refining, bunkering and international trade of oil products in northern Oman. Leveraging the strategic location of Shinas Port, this project will establish a new gateway for Oman into the global energy and maritime logistics chain.

# Site Map






# Project Overview and Strategic Objectives

## General Project Description

The Shinas Oil Terminal will be developed on a 500-hectare site along the coastal strip of Shinas Port in the Al Batinah North governorate. The area's proximity to open waters of the Oman Gulf, its connection to the land transport network, and closeness to the UAE border and regional shipping lanes make it a strategically optimal location for a regional energy and trade hub.

The project comprises 17 principal sub-projects and infrastructure packages, each of which will operate as a specialized cluster. The main components include:

Four tank-farm phases with a combined storage capacity of 6.0 million tonnes for oil products and petrochemicals.

A refinery with a nameplate capacity of 35,000 barrels per day (bpd) producing Diesel (EN590), Jet A1, Fuel Oil, Naphtha, Bitumen, LPG and Sulfur.

An independent desulfurization unit with a capacity of 15,000 bpd.

A dolphin-style jetty of approximately 2 kilometers with water depth of 24–20 meters capable of serving 100,000-tonne vessels.

An independent bunkering terminal with a total capacity of 60,000 tonnes distributed in 12–8 tanks, plus a crew hotel, water-supply services, catering, ship-repair facilities, etc.

An on-site combined-cycle power plant and water & wastewater infrastructure (SWRO and WWTP) (SWRO capacity: 60,000 $m^3$/day).

A mixed-use residential complex for staff, families and managers with full welfare services, landscaped areas and retail.

A 7-star luxury hotel for visiting executives and VIPs.

An International Energy Trade Center (data center, communications infrastructure, banking, helipad, etc.).

A technical & vocational training center with 15–10 classrooms for skilled staff training.

A luxury marina and coastal reclamation project of 50 hectares for seaside residential and commercial development.

Green spaces and an artificial forest area (25 hectares) and a 9-km precast security wall.

Office facilities for engineering, project management, permitting costs, environmental studies and risk management.

## Strategic Importance and Rationale **AURORA**

**A**dvancement of Oman's Vision 2040 goals by attracting investment, creating direct and indirect employment, and strengthening Oman's regional stature in energy trade.
**U**nrivaled logistics infrastructure: strategic geographic location at the mouth of the Gulf with access to Asia, Africa, the Indian subcontinent and EuropEe.
**R**egional sustainable development: employment for over 2,000 people during operations, improved living standards, and upgraded public services.
**O**verall economic diversification by expanding non-oil exports, enhancing bunkering services and generating new revenue streams from refined fuel trade.
**R**eadiness for future energy: space and design flexibility to add hydrogen units, LNG services and integrate with carbon-trading and green energy networks
**A**ttraction of international energy companies by providing a high-security, high-infrastructure platform for major oil players.

### Value Engineering and Design Flexibility

Following value engineering principles, the project's design, construction and operation phases are planned to comply with highest quality and safety standards while allowing flexibility to optimize costs, resources and equipment. Some execution approaches may be adjusted during final design and contractor selection for technical or economic reasons. Nonetheless, core objectives and overall project structure will remain intact and all subprojects will be implemented to form an integrated energy and trade hub.

### Financial Assessment and Capital Estimate

The initial estimated capital expenditure (CAPEX) for the project is in the range of USD –7.6 7.7 billion. This estimate covers major subprojects, infrastructure works, land acquisition, permits, engineering, contingencies and risk reserves. Detailed and final costs will be established after completion of FEED (detailed design), tendering and supplier selection.

### Project Schedule

The overall project execution period is forecast at 5 to 7 years and includes:
Year 1: site preparation, permits, detailed design, contractor selection.
Years 6–2: concurrent execution of Phase 1 tank-farm, power plant, refinery, marina and trade center.
Year 7: completion of final phases, commissioning and workforce mobilization.
At full operations, the facility will directly employ approximately 2,000 people.


The proposed land (500 hectares) is intended for the Shinas Oil Terminal project
Bankering 18h
Tank farm 200h
SWTP,WWTP,CCPO,SWRO 56h
Refinery 120h
Residential 106h
MIRAYR AL MATARISH



# SUB-Projects

## Tank Farms (Storage Facilities)

The tank farms are the central operational backbone of Shinas Oil Terminal and are intended for export, import, storage and international trade of oil products and petrochemicals.

1. Project Objectives

Provide high-capacity storage to meet refinery, bunkering and export needs.
Increase transfer capacity from the Arabian Sea to global markets (Asia, Africa, Europe).
Create an advanced logistics hub for transfer, storage and trade of oil and derivatives.

2. Design Capacity

Number of phases: 4 operational phases / Capacity per phase: 1,500,000 tonnes.
Total storage capacity: 6,000,000 tonnes.
Tank sizes (varied by product): 50,000 ;25,000 ;10,000 ;5,000; and 80,000 tonnes.

3. Products to be Stored

Diesel (EN590), Jet A1, Fuel Oil, Bitumen, Naphtha, LPG and other refined/petrochemical products.

4. Technical Design Features

Tank construction: carbon steel with thermal insulation and internal anti-corrosion coatings.
Roof types: combination of fixed and floating roofs depending on product.
Supporting infrastructure: fire-fighting systems, transfer pipelines, level & pressure monitoring.
Leak control & safety: bund walls, leak detection sensors and a centralized SCADA control system.

5. Cost Estimate

Unit cost per tonne of storage: USD 290/tonne.
Cost per phase: 1,500,000 tonnes × USD 290 = USD 435 million.
Total for four phases: 4 × USD 435 million = USD 1,740 million (≈ USD 1.74 billion).

6. Global Benchmarking

Similar projects in Asia and the Middle East (e.g., Fujairah, Singapore, Rotterdam) report construction costs between USD 320–270 per tonne. The USD 290/tonne estimate is therefore within a reasonable and competitive international range.

7. Key Benefits

One of the largest oil product storage hubs in northern Oman.
Attraction of international trading and logistics firms.
Potential leaseback of capacity to third parties.
Supportive role for refinery, bunkering and regional trade operations.

8. Implementation Schedule

Each phase requires approximately 24–18 months for construction. Phased implementation enables early commissioning of Phase 1.

9. Economic Impact

Creation of hundreds of direct jobs during construction and operation.
Expansion of Oman's oil export capacity.
Increased share in global refined product trade.

# SUB-Projects

## Dolphin Jetty (Marine Terminal)

Introduction & Objective

The dolphin jetty is a critical marine structure for bulk loading and unloading of oil and petrochemical products. Designed as an offshore facility separated from the shoreline, it will accommodate large product tankers (up to VLCCs – ~100,000 tonnes).

Function

The jetty will transfer refined products directly to/from the tank farms, refinery, desulfurization unit and the bunkering terminal via subsea/shore pipelines.

Technical & Operational Specifications

Approximate length: 2,000 meters.

Water depth along the jetty: 24–20 meters (suitable for large tankers).

Number of dolphins: 8–6 dolphins for berthing and mooring.

Structure type: piled jetty with breasting & mooring dolphins (dolphin jetty).

Estimated annual vessel calls: 100–80 ships depending on operational phases.

Pipeline connections: minimum six product lines (Diesel, Jet A1, Fuel Oil, Naphtha, LPG, etc.).

Safety standards: integrated fire-fighting systems, leak detection, pressure sensors and emergency quick-disconnect & containment (QCDC).

Applications & Advantages

Supports bulk exports of refined products.

Reduces dependency on third-party terminals in the region.

Enhances refinery and tank-farm operational autonomy.

Facilitates bunkering and direct exports to international markets.

Conforms with IMO and MARPOL standards for maritime hazardous cargo handling.

Cost Estimate & Global Comparison

Estimated cost: ~USD 350 million.

Comparable global ranges: smaller jetties (700–500 m for up to 60,000-tonne ships): USD –120 180 million; very large jetties like Shinas (2,000 m for VLCCs): USD 400–300 million depending on geotechnical conditions.

Comparable regional projects (e.g., Jebel Ali, Fujairah, Ras Tanura) have similar scale and investment ranges.

Environmental & Infrastructure Considerations

Jetty design aims to minimize impacts on coastal currents.

Strategic breakwaters planned to protect seabed erosion.

Direct connections to shore pipelines, access roads, emergency & safety facilities.

# SUB-Projects

## Bunkering Terminal (Bunkering Project)

Introduction & Objective

The Bunkering Terminal is intended to supply marine fuels to vessels in the Arabian Sea, Gulf of Oman shipping lanes and international routes. It will be a major revenue generator by providing high-quality, low-sulfur marine fuels (EN590, Low-Sulfur Fuel Oil, etc.) to commercial ships, tankers and tugs.

Terminal Configuration

The terminal is a complete service hub including storage, ship services, hospitality and logistics, becoming a stable specialized base for regional bunkering.

Main Components

1.Bunkering Tanks

Total capacity: 60,000 tonnes. / Number of tanks: 12–8 tanks for various fuel grades (Diesel, LSFO, MGO). / Tank types: cylindrical tanks with fixed and floating roofs, double insulation for safety.Direct pipeline connection to bunkering jetty (pumps & metering).

2.Dedicated Bunkering Jetty

Length: ~300–250 meters. / Water depth: ~12 meters (suitable for medium and small bunkering tankers). / Equipment: quick-release hooks, fire-fighting systems, loading arms, metering.

3.Crew Support Hotel

Capacity: 80 rooms, 5–4 star standard.

Facilities: accommodation, meeting rooms, restaurant, basic medical services, high-speed internet. / Purpose: short stays for crew of vessels receiving services.

4.Catering & Food Support

Daily capacity: 500 meals.

Provides hot & cold meals for seafarers and traveling staff.

Follows international hygiene standards (IMO, HACCP).

5.Water Supply Services

Production and storage for vessel supply: 1,000–500 $m^3$/day.

Rapid filling equipment (hydrant & hose systems).

Direct connection to the site SWRO (60,000 $m^3$/day).

6.Ship Maintenance Facilities

Light repair capability (engines, electrical systems, hull, propellers).

Mobile repair teams deployable to vessels alongside the jetty.

Spare-parts warehouse and fast technical support.

# SUB-Projects

## Bunkering Terminal (Bunkering Project)

Key Features & Capacity
Operational scale: servicing a minimum of 150 ships/year.
Potential for re-export of fuel to neighboring ports.
Independent foreign-currency revenue stream from refined product sales.
Increased vessel traffic and attractiveness of Shinas Port.
Capital Estimate
Estimated total investment: USD 400–380 million (tanks, jetty, hotel, technical systems, water supply, catering, repair yard).
Benchmarks & Comparisons
Fujairah: 80,000–60,000 tonnes bunkering capacity with dedicated jetties and costs in the USD 450–350 million range.
Jebel Ali: similar scale facilities with hotel services cost ~USD 400 million.
Sohar: more basic bunkering without hospitality services.
Economic & Strategic Benefits
Stable hard-currency revenue from bunkering services.
Direct positive impact on vessel traffic and Shinas Port activity.
Employment creation (approx. 500–400 personnel during operations).
Elevation of Oman's reputation in global maritime bunkering.



## 35,000 bpd Refinery (Condensate Splitter / Refinery)

Introduction & Objective
The proposed refinery is a full-process unit for the treatment and conversion of condensate feedstock into marketable products. The plant is sized at 35,000 bpd and is designed to maximize exportable refined products from condensate.
Technical Specifications
Feedstock: condensate.
Processing capacity: 35,000 barrels per day (~1.475 million liters/day).
Process units: distillation, stabilization, hydrotreating, vacuum units, bitumen production, desulfurization units.
Product Yield (approximate shares)
Diesel (EN590 ULSD): ~%40–30
Jet A%10~ :1
Fuel Oil: ~%15–10
Naphtha: ~%20–15
Bitumen: ~%5
LPG: ~%5
Sulfur: by-product of desulfurization
Investment Estimate
Estimated CAPEX: USD 1.74 billion (covering detailed design, complete unit construction, rotating and fixed equipment, internal piping, safety systems, electrical & instrumentation, and associated buildings).
Global Benchmark
Similar condensate refineries of this capacity typically range from USD 2.1–1.6 billion globally, placing the estimate within a standard market range.
Feedstock & Value Proposition
Favoring condensate due to higher yields of light products (naphtha, diesel) and lower heavy residues, improving project profitability.
Synergies anticipated with tank farms and the dolphin jetty for streamlined storage and direct export.
Completes the value chain alongside bunkering and international product trading.

## Independent Desulfurization Unit (15,000 BPD)

Introduction & Objective
This standalone desulfurization (hydrodesulfurization, HDS) unit is designed to produce ultra-low-sulfur diesel compliant with international standards, enhancing product quality and exportability.
Goals
Produce diesel meeting EN590 (≤10 ppm sulfur) standards.
Reduce sulfur emissions from fuels and enable access to stricter markets.
Increase commercial value of products and competitiveness in global markets.
Align with domestic and international environmental regulations.
Technical & Process Data
Capacity: 15,000 barrels per day feed (heavy or light diesel fractions).
Process: hydrodesulfurization (HDS).
Typical catalysts: Ni–Mo or Co–Mo based catalysts depending on feed.
Operating conditions: ~400–300°C and 80–30 bar.
Sulfur recovery: ~%95–90 recovery of sulfur as elemental sulfur.
Output: low-sulfur diesel and solid/molten sulfur.
Estimated Investment
Budget: USD 250 million (design, equipment, installation, start-up, control and supporting utilities).
Global Comparisons
Comparable HDS units for 15,000 bpd are reported in the USD 280–220 million band in Middle East, India and Malaysia. The USD 250 million estimate is thus realistic.
Schedule
Basic & detailed engineering: 9–6 months.
Equipment procurement & erection: 12–9 months.
Commissioning: 6–3 months.
Total: ~24 months.
Economic & Environmental Benefits
Access to premium markets with higher margins.
Reduction of environmental penalties and improved export compliance.
By-product sulfur usable in agricultural and industrial sectors.
Anticipated ROI within approximately 6–5 years depending on market conditions.



SUB-Projects

## SWRO Desalination Plant (60,000 m³/day)

Introduction & Objective
A seawater reverse osmosis (SWRO) facility is essential to meet industrial and domestic water demands at the coastal Shinas site. Given the arid setting and limited freshwater resources, SWRO is chosen as a sustainable and cost-effective solution.
Technical Specifications
Production capacity: 60,000 m³/day split into two 30,000 m³/day phases.
Technology: Reverse osmosis desalination.
Feed water: high salinity seawater.
Pretreatment: sand filters, activated carbon filters, suspended solids removal.
Brine management: controlled disposal per Omani environmental regulations.
Backup power: emergency power systems to ensure continuity.
Applications of Produced Water
Industrial: cooling water, tank cleaning, process water for refinery and desulfurization.
Domestic: potable water for residents, hotels and offices.
Bunkering water supply: potable water for ships.
Capital Estimate
Estimated CAPEX: ~USD 90 million (equipment, civil works, control systems, piping and commissioning).
Comparative Projects
Example: Al Ghubra plant (Muscat) with 191,000 m³/day cost ~USD 215 million.
Benefits
Water security and independence from external tanker supplies.
Lower long-term OPEX compared to external water procurement.
Potential to supply nearby ports and vessels.

## Wastewater Treatment Plants (WWTP)

1. Sanitary Wastewater Treatment (SWTP)
Objective: To treat domestic sewage generated by approximately 5,000 residents including staff, hotel guests, training center participants and office workers.
Design capacity: 4,000 $m^3$/day.
Recommended technology: MBR (Membrane Bioreactor) or Extended Aeration.
Treatment stages: Screening, primary settling, activated sludge/aeration, membrane filtration, final disinfection (UV or chlorination), storage tanks.
Reuse: irrigation of green areas (including the 25-ha artificial forest), street washing, non-potable uses in buildings, industrial cooling towers.
CAPEX estimate: ~USD 5 million (indicative: USD 2,500–1,500 per $m^3$ of design capacity).
Environmental benefits: reduces freshwater demand and complies with Omani environmental standards.

2. Industrial Wastewater Treatment (IWTP)
Objective: Treat industrial effluents from the refinery, desulfurization, bunkering, tank washing, ship repair and process areas containing hydrocarbons, heavy metals, sulfur compounds and variable pH.
Design capacity: 3,500 $m^3$/day (sized for peak pollutant loads with future expansion in mind).
Suggested technologies: combined physical, chemical and biological treatment: API separator, DAF (dissolved air flotation), equalization tanks, aerobic bioreactors, sand filters, activated carbon.
Continuous monitoring: COD, TPH, pH, oil & grease sensors with SCADA integration.
CAPEX estimate: ~USD 7 million (approx. USD 2,000 per $m^3$ of capacity).
Reuse: treated industrial effluent can be reused for industrial cleaning and cooling towers (not for landscape irrigation without further treatment).
Benefits: prevents direct discharge to sea, ensures regulatory compliance and may support carbon-credit or environmental certification.

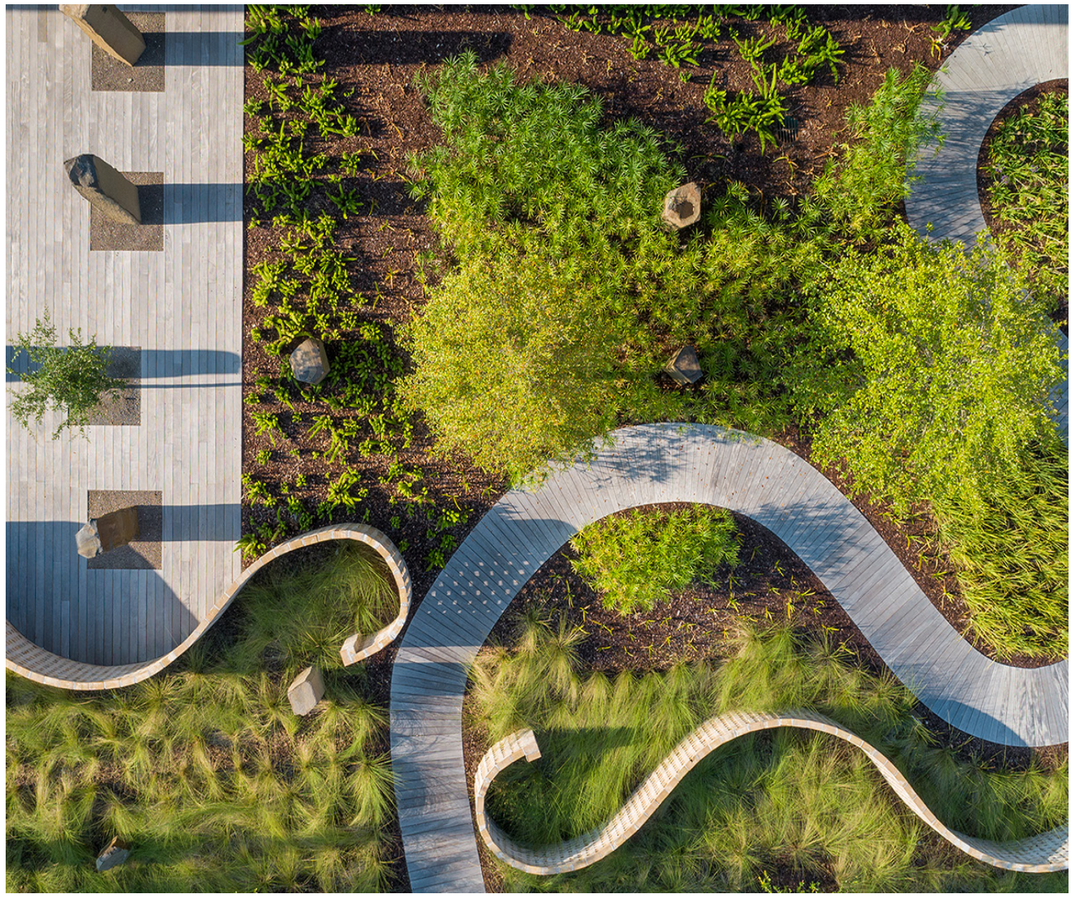


SUB-Projects

## Green Belt and Landscaping (Artificial Forest)

Objectives
Mitigate environmental impacts of industrial activities.
Improve air quality and dust suppression, especially near dry coastal zones.
Provide recreational and amenity spaces for residents and staff.
Serve as a green buffer between industrial and residential zones to reduce noise, visual impact and odors.
Extent & Composition
Landscaping & general green areas: ~75 hectares (750,000 $m^2$).
Artificial forestation: ~25 hectares (250,000 $m^2$).
These green belts are planned on the southern, western and eastern perimeters to act as natural shields.
Implementation Elements
Soil conditioning and import of suitable topsoil.
Salinity mitigation both by biological and chemical means.
Smart irrigation systems: automated drip irrigation using treated wastewater from SWTP.
Drought- and salt-tolerant species: Prosopis (Ghaf), Casuarina (Kenocarpus?), date palms, olive, local shrubs and ornamental hardy species.
Site furniture, solar lighting, pedestrian paths, viewing towers and environmental education centers.
Costs & Benchmarks
Typical landscaping costs in Gulf industrial projects: USD 30–15 per $m^2$ initial planting, with annual maintenance USD 8–5 per $m^2$. A dedicated multi-year maintenance budget will be allocated.
Environmental Impact
When matured, the planted area could sequester an estimated ~2,500 tonnes $CO_2$/year.
Creation of protected habitats for native flora and migratory birds.
Increased land value and investor attractiveness.
Phased Implementation (suggested)
Phase 1: green zones at entrances, hotel, trade center and central offices.
Phase 2: expansion to residential and refinery perimeters.
Phase 3: artificial forest development on the southern boundary.
Phase 4: establishment of an environmental education center and community outreach programs.





# SUB-Projects

## Residential & Welfare Complex for Staff

Objectives

Given significant staffing needs during construction and operations, the project foresees accommodating up to 5,000 persons on site. This includes refinery staff, bunkering and jetty crews, power & water operators, security, technicians, administrative staff and support personnel. A modern, self-contained residential complex adjacent to the main site will support wellbeing, retention and productivity

Components

Residential accommodation: capacity for 5,000 people in apartments and staff housing (single, married, senior staff and technical specialists).

Total built-up area: 500,000 m².

Climate-responsive design with access to daylight and landscaped open spaces

Welfare & Services

Retail (shopping outlets, supermarkets), restaurants & cafeterias.

Pharmacy, basic clinic and primary healthcare services.

Cultural & religious facilities, community halls and a library.

Sports facilities, indoor pool, outdoor recreation.

Schools (primary to secondary) for staff children.

Service area footprint: 170,000 m² (circa 100,000 m² for public & service areas, 70,000 m² for cultural/recreational spaces).

Urban infrastructure: road network, pedestrian & bicycle lanes, public lighting, waste collection, parking and green public space spanning ~200,000 m².

Estimated Benefits

Retention of qualified workforce by reducing commute stress.

Productivity gains, improved mental health and community development.

Long-term potential to evolve into a service town or commercial node attracting further investment.








# Shinas International Energy Trade Center (Luxury)

**Purpose & Positioning**

The Energy Trade Center will be a key service hub to facilitate commercial interactions, data exchange and support services for energy and logistics firms. It targets efficiency, economies of scale and comprehensive business support for companies operating within the Shinas complex.

**Main Facilities**

Main trade building: 5–4 storeys, approx. 10,000 m² GFA for offices of energy, petrochemical, logistics and legal/financial consultancies.

Conference & Meeting Hall: multipurpose hall ~2,000 m² for specialized conferences, tender events and technical forums.

Banking & Financial Office: branch office footprint ~500 m².

Mini Data Hub: server and small cloud services for resident companies ~500 m².

Support Amenities: cafeteria, small outdoor plaza, prayer room, open parking ~1,000 m².

**Area & Costing Notes**

Indicative construction cost: USD 2,000 per m² (this unit cost assumes standard structure, MEP, base IT, interior fit-out and medium-level finishes). Final estimates will vary based on tender outcomes.

**Role**

A complementary service center for energy, logistics and trading companies, providing business continuity, meeting space and basic banking/data infrastructure.


# SUB-Projects

## Adjacent Luxury Hotel (near the Trade Center)

**Objective & Importance**

A flagship 7-star hotel adjacent to the Trade Center and marina will symbolize the prestige of the Shinas project and provide high-level hospitality for executives, investors and governmental delegations.

**Planned Offerings**

Approx. 100 rooms including presidential and VIP suites.

Conference and meeting facilities with simultaneous translation and digital broadcasting systems.

Business lounges, multiple international restaurants, health & spa center (sauna, jacuzzi, treatment rooms, fitness).

Luxury amenities: infinity pool, private beachfront, VIP ceremonial halls and helipad.

Underground parking and controlled security access.

**Costing Reference**

Benchmark construction costs for similar luxury hotels in the region (Dubai, Doha, Abu Dhabi) range from USD 2,800 to USD 4,500 per m².

## Training & Competency Center (Technical & Vocational)

Purpose
A dedicated training center is planned to develop the skilled workforce required for operation and maintenance of the Shinas complex and to support localization of technical expertise.
Facilities & Capacity
12 fully equipped classrooms for theoretical training.
Administrative offices: instructors' rooms, training management, registration.
Multipurpose hall for safety training, seminars and general courses.
Dining and rest areas for trainees and staff.
Practical workshops with safety and industrial simulation equipment.Virtual training capabilities: networked lab, servers and LMS.
Outcomes & Value
Capacity to train 700–500 individuals annually in specialized energy, safety, environment and operational roles.
Supports recruitment and sustainable staffing of 5,000–2,000 local employees during operations.
Improves operational safety, reduces incidents and elevates local technical capacity.





## Combined Cycle Power Plant (CCPP) — 20 MW / 30 MW

Purpose & Rationale
An on-site combined cycle power plant is essential to provide reliable electricity for the entire Shinas complex (refinery, tank farms, desulfurization, bunkering, water plants, marina, hotel and residential areas). Combined cycle technology offers high thermal efficiency and lower emissions, making it an optimal choice.
Technical & Operational Parameters
Nominal capacity (as stated): 30 MW (also referenced earlier as 20 MW).
Type: Combined cycle (gas turbine + heat recovery steam generator + steam turbine).
Primary fuel: natural gas (with the option to run on LNG or diesel in emergency).
Expected efficiency: ~%60–50.
Vendor standards: Siemens / GE / Mitsubishi class equipment.
Major equipment: gas turbine, HRSG, steam turbine, generators, switchgear, DCS control.
Estimated Load Allocation (operational phase)
Refinery: ~10–8 MW.
Tank farms & pump stations: ~4 MW.
Bunkering: ~2 MW.
WWTP & IWTP: ~3 MW.
Residential, hotel, marina, offices & services: ~10–8 MW.
=> A 30 MW plant provides sufficient baseline capacity with headroom for future expansion (if 30 MW is confirmed).

## Marina & Coastal Reclamation (50 hectares)

Overview

As part of coastal development adjacent to the Trade Center and 7-star hotel, a symbolic marina and land-reclamation project is proposed to elevate tourism, seaside real estate and marine recreation offerings.

Technical Features

Reclaimed area: 50 hectares (500,000 m²).

Design concept inspired by two intersecting Omani khanjar motifs (stylized form), constructed 300–200 meters offshore.

Marina quay: capacity for over 100 yachts, pleasure craft and small recreational vessels.

Infrastructure: access causeway, service buildings, public spaces, lighting and waterfront restaurants.

Use Mix

Luxury seafront villas & apartments.

Retail and tourism/ marine sports amenities.

Public promenades, sculptural elements and intelligent lighting.

Private berths for hotel VIPs.

Strategic Advantages

Strong increase in investor interest in coastal real estate.

Iconic urban identity for the Shinas project rooted in local culture.

Complementary commercial & hospitality value next to the trade and hotel nodes.

Cost Estimate

# Final Remarks / Conclusion

The Shinas Oil Terminal is conceived as a landmark regional energy and maritime logistics hub that integrates large-scale storage, refining, bunkering, power and water utilities, hospitality, training and commercial services. The initial CAPEX envelope of USD 7.7–7.6 billion aligns with the scope and ambition described, and phased implementation over 7–5 years enables staged investment and early commissioning of key revenue streams. The project is positioned to support Oman's Vision 2040 objectives, diversify national revenues, create skilled employment and provide a strategic platform for future green-energy integration.

## Strategic Approach to Achieving Sustainable Project Success

The achievement of sustainable success in any project requires a disciplined approach characterized by focus, consistency, and resilience. It involves dedicating uninterrupted time for in-depth analysis, strategic decision-making, and efficient execution. While certain stages may appear routine, they remain essential for long-term progress.

Equally important is the ability to eliminate negative or disruptive influences that could hinder operational efficiency. Above all, success depends on unwavering consistency—turning strategic objectives into measurable outcomes through methodical and persistent efforts.



## النهج الاستراتيجي لتحقيق نجاح مستدام للمشاريع

إن تحقيق النجاح المستدام لأي مشروع يتطلب التزامًا وانضباطًا عاليًا، مع تركيز واضح على التخطيط العميق والتنفيذ الفعّال. وعلى الرغم من أن بعض المراحل قد تبدو روتينية، إلا أنها ضرورية لضمان التقدم على المدى الطويل. كما أن تجنّب التأثيرات السلبية والمعوقات أمر أساسي للحفاظ على كفاءة العمليات. ويظل الثبات والاتساق في الأداء العامل الحاسم لتحويل الأهداف الاستراتيجية إلى نتائج ملموسة.

# AURORA

Brilliance You Can’t Ignore
The Beauty of Innovation, The Power of Industry