

EXECUTIVE PRINT PRESENTATION | 2026

BUILD. OPERATE. GROW.

An Oman-based operating platform connecting international capability with regional execution across healthcare, energy, trade, capital and manufacturing.



MUSCAT • SULTANATE OF OMAN

onehorizonco.com

ONE HORIZON in one page

Five visual signals explain the platform faster than a page of text.



4

CORE DIVISIONS

Corporate platform

6

MFG. GATEWAYS

Corporate platform

5

OMAN CORRIDORS

Corporate platform

7

NETWORK NODES

Corporate platform

ONE OPERATING SYSTEM

01

ORIGINATE

International nodes

02

STRUCTURE

Muscat governance

03

EXECUTE

Oman corridors

A repeatable route for turning cross-border opportunities into locally executable businesses and projects through centralized governance and specialist sector desks.

Four focused platforms. One governance layer.

Sector specialization below; centralized commercial discipline above.



A diversified platform without losing focus

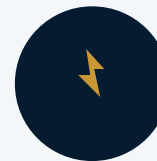
Each division addresses a different commercial need while sharing execution infrastructure.



DIV 01

HEALTH

Medical technology, clinical solutions, equipment supply and specialized OEM representation.



DIV 02

ENERGY

Refined products, storage, marine bunkering, energy infrastructure and renewable-fuel vectors.



DIV 03

TRADE

Food commodities, cement, industrial raw materials, bulk procurement and fleet imports.



DIV 04

CAPITAL

Commercial assets, port logistics and ring-fenced JV/SPV structuring for major projects.

UNIFIED EXECUTION INFRASTRUCTURE • OMAN JURISDICTION • SPECIALIST SECTOR DESKS

From global opportunity to local execution

The group combines origination, structuring, specialist expertise and project-level delivery.



From inquiry to executable mandate

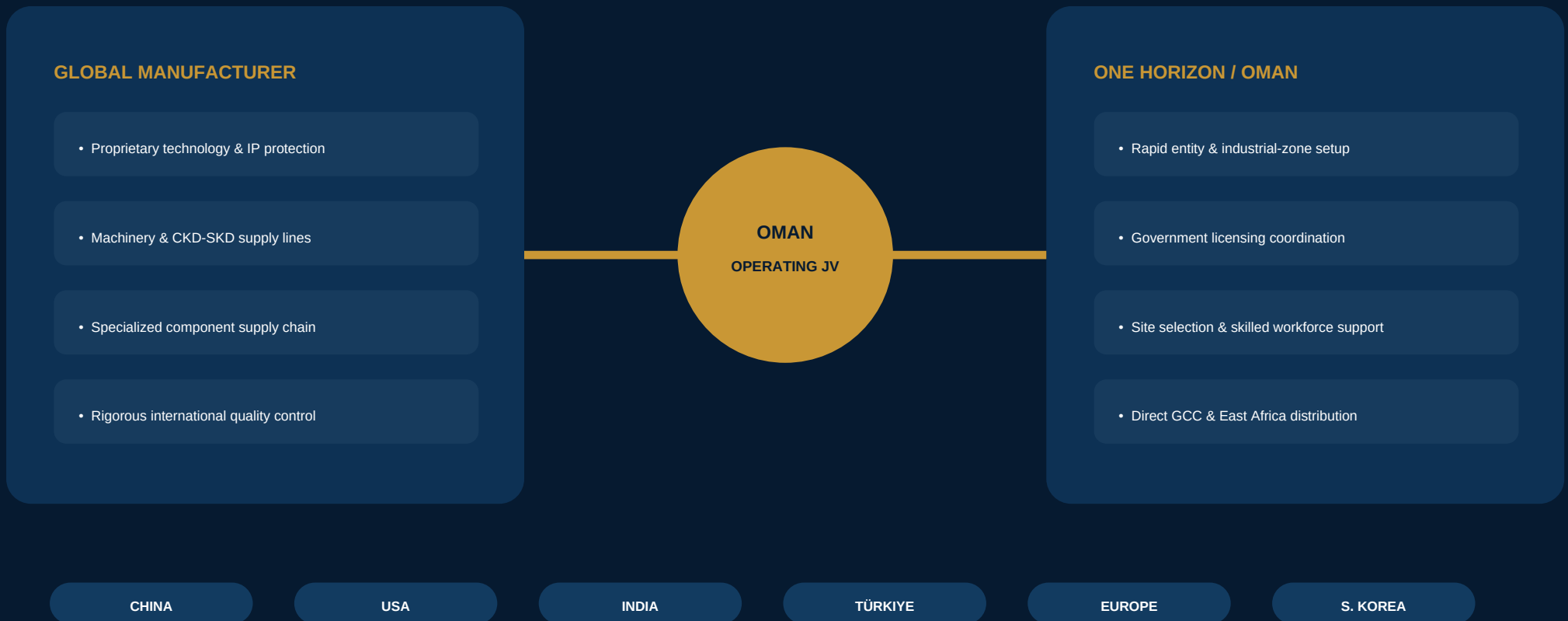
Every engagement passes through a disciplined commercial and compliance filter.



Whether handling multi-jurisdictional commodity offtake or structuring industrial joint ventures, centralized compliance and commercial routing precede localized asset deployment.

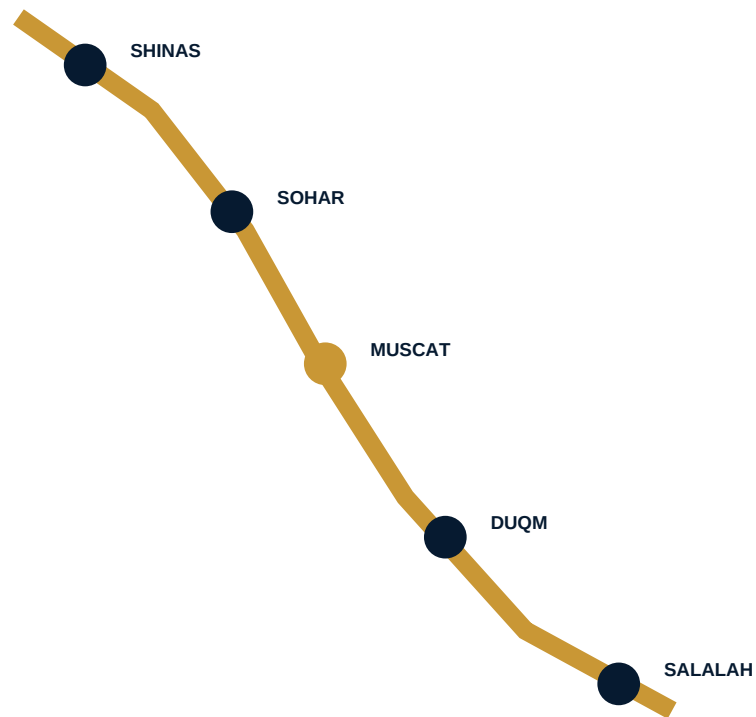
Localize capability. Expand regional access.

A practical bridge from international manufacturing capability to an Oman operating platform.



One headquarters. Five strategic nodes.

Oman's coastline connects GCC-facing industrial access with open-sea trade corridors.



NORTHERN NODE

SHINAS + SOHAR

Industrial & petrochemical corridor with GCC-facing commercial access.

CENTRE HQ

MUSCAT

Group headquarters, banking, regulatory coordination and corporate control.

SOUTH / EAST NODE

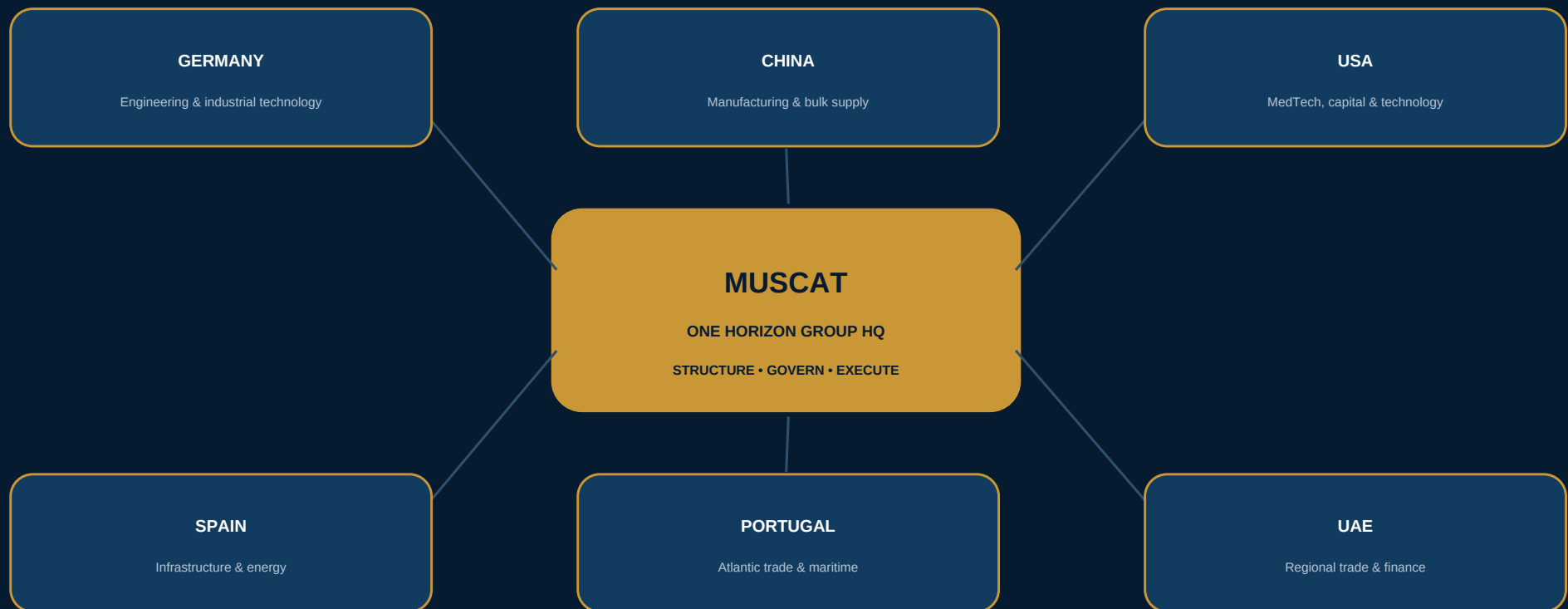
DUQM + SALALAH

Open-sea industrial, energy development and Arabian Sea transshipment.

GEOGRAPHIC ADVANTAGE • GCC ACCESS • ARABIAN SEA • INDIAN OCEAN TRADE LANES

Global origination. Oman execution.

International nodes feed specialist opportunities and counterparties into the Muscat execution hub.



ORIGINATE INTERNATIONALLY → STRUCTURE IN OMAN → EXECUTE REGIONALLY

Where the four platforms create value

Qualitative operating depth across five capability dimensions - not financial performance.



1 = supporting role • 5 = core capability

Illustrative intensity based on ONE HORIZON's described operating scope; not a measured performance score.

Selected mandate types

The platform handles transactions combining counterparties, physical execution and local coordination.



HEALTH DESK

OEM REPRESENTATION

MedTech market entry, equipment distribution and clinical technology partnerships across regional hospitals.



ENERGY DESK

STORAGE & BUNKERING

Tank storage management, refined petroleum products, marine fuels and energy logistics infrastructure.



TRADE DESK

BULK OFFTAKE

Grains, animal feed, cement, clinker and heavy industrial-material procurement via verified supply networks.



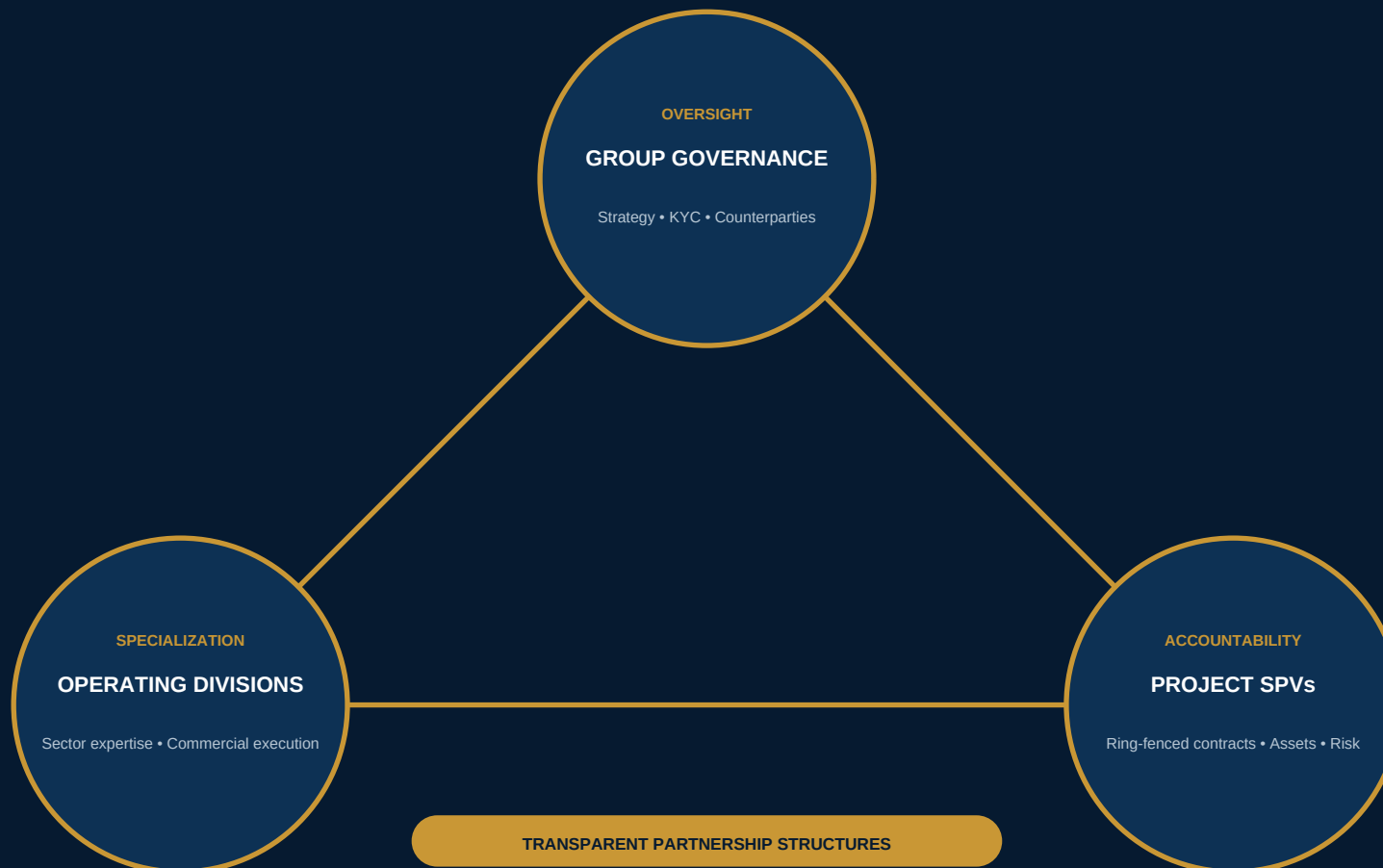
CAPITAL DESK

ASSET / JV SPVs

Commercial real assets, port-logistics projects and ring-fenced special-purpose investment vehicles.

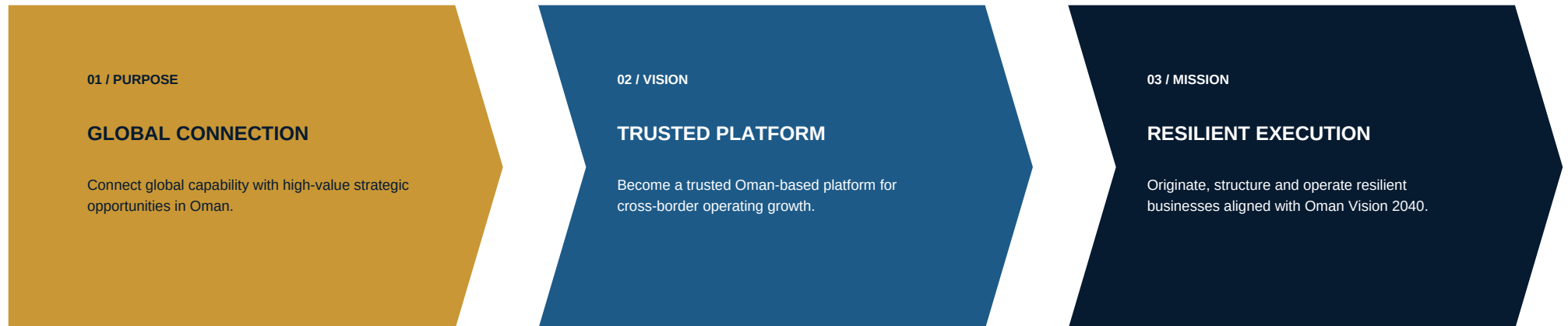
Central discipline. Ring-fenced execution.

Group oversight is combined with sector specialization and project-level accountability.



Purpose → Vision → Mission

Three statements presented as one connected operating logic.



The presentation is intentionally built around execution, not passive investment language.

Why the platform is built around Oman

Geography, localization and execution reinforce one another.

01

GEOGRAPHY

INDIAN OCEAN ACCESS

Ports connect GCC, Arabian Sea and major international trade lanes.

02

LOCALIZATION

MANUFACTURING GATEWAY

A route from export-only relationships to Oman-based production and assembly.

03

EXECUTION

INTEGRATED PLATFORM

Commercial intake, specialist sector desks, project vehicles and operating support.

One platform. Multiple entry points.

Different counterparties enter through different doors, but all routes converge on disciplined execution.



ONE HORIZON GROUP

ONE PLATFORM. MULTIPLE ROUTES TO EXECUTION.

Healthcare • Energy • Trade • Capital • Manufacturing



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