International Medical City
Sultanate of Oman
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A Healing Beacon of Healthcare Excellence

A 15-minute drive to the East from Salalah International Airport, spanning more than 800,000 sq. meter land overlooking the serene waters of Arabian Sea, would bring to an oasis of healing and wellbeing the “International Medical City (IMC)”. This 1 billion US $ mega project developed by Apex Medical Group (AMG) is taking shape that will redefine the standards of excellence in healthcare in the Middle East region.
Welcome to the International Medical City

The project will pioneer multispecialty tertiary care, organ transplant, diagnostics, rehabilitation, resort, wellness, medical education & research and development centers of excellence in an idyllic environment; bringing innovative, integrated medical and surgical facilities to the Middle East and beyond.

Slated to become an icon of integrated healthcare and a sought-after destination for regional and global healthcare tourism.
Apex Medical Group (AMG) is the “Promoter” and “Sponsor” of IMC. Driving the vision and the realization of this mega project with their enthusiasm, expertise and experience, Dr. Abdulla Al Joaib (founder and President of AMG and President of Al Joaib Holdings) and Dr. Mohammed Al Sofayan, a renowned Liver Transplant Surgeon are the main promoters of the project. The promoters are renowned experts in healthcare, engineering and business management.
Dr. Abdulla Al Joaib, a seasoned and successful entrepreneur, has more than 20 years of experience in managing the global operations of the Apex Group. He holds a Ph.D. Degree in Civil Engineering from Oregon State University, U.S.A, and is a member of the American Society of Civil Engineers.

Dr. Al Sofayan is an internationally acclaimed transplant surgeon who has performed over 300 livers transplants. He is one of the founders of the Living-Related Liver Transplantation Program at King Faisal Specialist Hospital (KFSH) in Riyadh, KSA. He also served as the Program Director for the Small Bowel and Multi-visceral Transplant Program at the KFSH.

Al Joaib Group’s business interest extends, from the Middle East to the West Coast of the USA, including Portland, Oregon and the Central Oregon Coast of the United States.

AlJoaib Holdings is a highly reputable name in the Middle East with extensive experience and an in-depth understanding of the business environment. Al Joaib Holdings is also the parent organization for many other group companies with business interests in Engineering, Contracting, Industrial Trading, Retail, Oil Service, Investments, Real Estate Development and Hospitality. AMG is a part of Al Joaib Holdings, which is an eminent Saudi group with diversified portfolio of businesses in Saudi Arabia, GCC and USA.
With the support of the Ministry of Tourism, and the Ministry of Health - Oman, the Promoters are fully committed to develop and manage this noble humanitarian and reputable project in the serene environment of the City of Salalah in the Dhofar Governorate of Oman.
IMC Promoters’ Objectives

- **Create a “World-class Medical City”,** a destination which is memorable, dynamic and is recognized as a place for healing and wellness.

- **Create centers of excellence** equipped with modern, state of the art technology.

- **Create world-class medical education, research and development facilities** in partnerships with internationally renowned and recognized institutions.

- **Create strategic partnerships and affiliations** with the best academic and medical education institutions globally to offer the highest standards of safety and quality of clinical care in the region.

- **Utilize leading international practices** with economically viable and sustainable designs, while providing job employment opportunities for local citizens.

- **Offer free of charge medical and educational** community support services for the underprivileged.
Apex Medical Group President’s Message

On behalf of the Apex Medical Group, (AMG), I am delighted to present our landmark integrated healthcare development project, the International Medical City (IMC).

“The strategic vision of the project is to create a high quality sustainable healthcare led mixed-use development that functions as a vibrant, sustainable and self-sufficient community and places Oman as a preferred destination for medical tourism around the globe.”

The realization of this project is an important milestone, not only for the AMG, but also for Oman, the GCC and the MENA region. We are witnessing a world-class medical facility taking shape on the shores of the Arabian Sea that will place Oman on the medical tourism map.

“The IMC project is in line with the Oman government’s five-year tourism development plan and is the first healthcare infrastructure development project in Oman being set up by a private investor.”

We are extremely excited at the solid progress of the development as hard work, and dedication to the vision of the International Medical City (IMC), comes to fruition, and the foundation of a city dedicated to compassionate care and world class medical offerings is set.

Our core focus in the IMC is to develop the first multispecialty organ transplant and rehabilitation centers of excellence in the MENA region. We are very fortunate that the master mind of this regional transplant center, a famous Liver Transplant Surgeon, Dr. Mohammed Saud Al Sofayan is with us in this pioneering development. This will be a major achievement for the region, and a lifeline for patients needing expert care in a facility, which not only emphasizes excellence and compassion, but is nestled in therapeutic surroundings that will encourage patients to feel good and get well.

This project is perfectly timed and has the potential to have a major impact on the range and quality of medical and surgical services provided in the Middle East & North Africa. The GCC is currently facing a gap in secondary, multispecialty tertiary and specialized care and in rehabilitation services. A tremendous increase in life style diseases, which require specialized high quality organ transplant services, within the region emphasizes the great demand for a multi-specialty tertiary care hospital and transplant center in the GCC.

This development will put Oman on the global medical tourism map and greatly increase the medical tourism to the region that in return will continue the march of economic and social progress of all GCC Countries. We are both proud and humbled to be a part of this effort.

From conception to completion and beyond, the AMG will reinforce our values for high quality and compassionate care in the IMC project. These values will be reflected in every detail of the development, as we carry out our mission to provide the very best integrated tertiary care, medical, surgical, rehabilitation and wellness services compliant with WHO & Sharia ethical standards as well as educating the world’s best medical personnel in state of the art medical education, research and development facilities. Like all good works, the IMC has, and continues to be, a creative collaboration of many minds. I would like to take this opportunity to thank all of the committed and passionate professionals of this project development team that continue to strive together to realize our shared vision; a vision to create a city like no other... A ‘City of Life’.
IMC Vision:
IMC’s vision is to become the premier medical city in providing integrated tertiary care, medical, surgical, rehabilitation and wellness services, along with educating the world’s best medical personnel with a passion for humanity.

IMC Mission:
IMC’s mission is to become a leader in providing affordable, world-class tertiary care, comprehensive medical, surgical, rehabilitation, cutting edge diagnostic and preventive services. IMC’s core focus is on developing the first multispecialty organ transplant center of excellence in the MENA region in a setting which emphasizes excellence, compassion, accessibility, responsiveness, and evidence based patient-centric medical care.
To inspire the highest levels of healthy living and a symbol of progress and social prosperity for the region in general, and Oman in particular.

IMC Values:

IMC will strive to adhere to the following values and objectives:

- **Commitment to passionate care.**
- **Adherence to ethical, moral and legal obligations of medical practice.**
- **Commitment to patient safety and highest quality of services.**
- **Adaptation to collaboration model with recognized world class institutions.**
- **Perform on the basis of complete transparency.**
- **Observe identity, values, equality and fairness.**
- **Observe occupational professionalism and responsibility towards all.**
- **Provide philanthropic medical and educational community support.**
- **Provide evidence-based medicine in the region.**
- **Maximize shareholder’s wealth.**
IMC Business Model
The IMC Project will have 3 major clusters; healthcare complex, health resort and healthcare education complex and these clusters will be developed into 3 phases:

**Phase 1**
- 250-bed multispecialty tertiary care hospital
- Organ transplant center of excellence
- Rehabilitation center of excellence
- State-of-the-art diagnostic center of excellence
- Ancillary services
- Infrastructural developments

**Phase 2**
- Extension of multispecialty hospital to 430 beds
- Hotel 4++
- Wellness center
- Staff accommodation
- Serviced apartments (for patients’ families and general tourism)

**Phase 3**
- Extension of multispecialty hospital to 530 beds
- Medical college
- Postgraduate nursing college
- Research and development center
- Convention center
### IMC Business Model

#### PHASES -1- 2-3

- **Healthcare Resort**
  - CAM & Wellness Center
- **Star Hotel 4**
  - Connected to Hospital Conference Hall
- **Neighborhood Development**
- **Staff Accommodations**
  - Villas, Town Homes, Serviced and Rental Apartments, Strip Malls
- **Other Amenities**
  - Parks, Cornish

#### PHASES -1- 2-3

- **Healthcare Complex**
  - Multispecialty Tertiary Care Medical Center
    - Center of Excellences
  - Transplant Center of Excellences
    - Liver
    - Pancreas
    - Kidney
  - Supporting Units
    - Dialysis Center, Pre/Post Transplant, Out/Inpatient Units, Organ & Tissue Donor Registry Program (OTDR), Scientific Registry of Transplant Recipient (SRTR)
    - Diagnostic Center of Excellence
      - Genetic Testing & Counseling, Intervention Radiology
      - Health & Physical Fitness Check Ups
    - Rehabilitation Center of Excellence
      - Rehab Care Skilled Nursing Assisted Living
  - Support Services
    - Blood Bank, ICU, Trauma/Emergency Unit, Pharmacy, Ambulance Services

#### PHASE - 3

- **Education Complex**
  - Nursing College
  - Medical College
  - School
  - Students Dormitories
  - Library and Conference Center
  - Research and Development Center

**Administrative and Support Services For Each Unit – Marketing, IT, Accounting, PR, HR, Quality Assurance**
• **Multispecialty Hospital Services**
  IMC Multi Specialty Hospital will be a landmark tertiary care health destination managed and affiliated by American Hospital Operator Methodist International. First of its kind in the MENA region, the 250 bedded hospital will have the state-of-the-art technology over virtually all specialties. The technology advantage is complemented by the man power excellence providing sophisticated and specialized medical care at affordable cost.

• **Transplant & Dialysis Center Services**
  IMC transplantation center will be the first ever MENA region specialized state of the art transplantation center that initially will offer Liver, Kidney and Pancreas transplant services, and in Phase 2 of the project will add stem cell and other vital organs transplantation.

• **Rehabilitation Center Service**
  IMC will have a purpose built first regional rehabilitation center of excellence. This center will provide a seamless continuum of care that includes inpatient rehabilitation, outpatient medical services, outpatient therapy services, wellness programs, support programs, and living options.

• **Diagnostic & Medical Prevention Center (DMPC) Services**
  Because it is well known that MENA high in inherited and communicable diseases which sometimes affect more than one member in a family therefore the IMC-DMPC will be the first regional advanced diagnostic and medical prevention center which combines high-class surroundings, high-end diagnostics and lifestyle optimization. The goal is to prevent diseases as early as possible.
The site pictured below is a prime 866,000 sq. meter land approximately 22.2 km from Salalah international airport and located in an area where significant developments are being undertaken, most notably, Salalah Beach, which is the largest development in Salalah. The project lay out on a flat land which has 2 natural khawers that will be connected and utilized for the natural landscaping design of the IMC project. In addition, the Sultan’s palace (Ma’amoorah House) and a military base are nearby.

The site of IMC is equipped with major utilities like power, gas, water and telecommunication station, and is approximately a 15-minute drive from the Salalah International Airport which is currently undergoing expansion (planned completion in 2015). The new airport is designed to cater to the future demand of handling 2 to 6 million passengers annually.
The Sultanate of Oman is an open and modern country that strives to create a more modern state, which respects and incorporates its strong cultural heritage and traditions. Omanis are known for their extreme hospitality and generosity in both social and professional contexts.

According to the World Health Report, Oman ranks eighth place in the overall world ranking of best health systems across the globe in terms of performance. Major government investments in the healthcare industry have proved to be successful in improving system performance.

Oman is also a top ranked economy in terms of ease of doing business and has continuously sustained growth. The country is secure for international investors, consistently improving its position in the World Bank’s “Doing Business” report in recent years, and is continuing to attract increased foreign direct investment (FDI).
Why Salalah?

Salalah is located in the Dhofar region of the Sultanate of Oman and is known to be the most famous tourist destination in the GCC, renowned for its picturesque beauty and invigorating climate. This serene environment is chosen by the promoters to develop the IMC because it will provide the perfect nurturing environment for the IMC patients and its staff.

Apart from the clear advantages of the site’s aesthetics climate and strong infrastructure, Salalah’s position as a known tourist destination, together with the government’s focus to enhance its visibility as the medical tourism also made Salalah a logical choice. Geographically located to conveniently serve the needs of the GCC’s 38 million (and growing) population, IMC will offer much-needed treatments to combat
the region’s increasing lifestyle-related diseases such as diabetes, obesity and cancer. Salalah, has serene environment offers very pleasant and mild weather in the middle of a mostly desert terrain.

Significant developments are already being undertaken at this popular destination where lush, tree-lined valleys create a welcoming and tranquil landscape. Patients requiring prolonged care and convalescence as well as chronically ill patients are sure to find the natural surroundings beneficial in their healing process.
Rationale for IMC Services

The MENA region is currently facing a gap in secondary, tertiary, specialized care, and rehabilitation services and most notably huge gap in supply and demand of organ transplantation. The lifestyle diseases are on the rise in the GCC and the need to have specialized high-quality tertiary care multispecialty hospital, organ transplant services, rehabilitation and advanced diagnostic services within the region is immense due to the following:

1. The population of the GCC is one of the fastest growing in the world, forecast to approach 65 million by 2025, with the 65 years old and above demographic increasing exponentially.
2. Increased per capita health spending
3. Rising healthcare expenditure: Total healthcare expenditure in the GCC will reach $60 billion by 2025
4. The progressive introduction of mandatory health insurance
5. Huge gap in organ failure patients and supply of organs transplant services, the Figure (1) and Figure (2) below show this demands and supply clearly;

Number of Liver Transplants expected in GCC

Figure (1): Forecasted Liver Transplant Demand & Supply in GCC 2015-2020

<table>
<thead>
<tr>
<th>Year</th>
<th>GCC</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transplant Patients</td>
<td>9,120</td>
<td>9,302</td>
<td>9,489</td>
<td>9,678</td>
<td>9,872</td>
<td>10,069</td>
<td></td>
</tr>
<tr>
<td>Liver Transplants</td>
<td>418</td>
<td>484</td>
<td>561</td>
<td>650</td>
<td>753</td>
<td>872</td>
<td></td>
</tr>
<tr>
<td>Percentage receiving transplant</td>
<td>4.59%</td>
<td>5.21%</td>
<td>5.91%</td>
<td>6.71%</td>
<td>7.63%</td>
<td>8.66%</td>
<td></td>
</tr>
<tr>
<td>Gap</td>
<td>8,702</td>
<td>8,818</td>
<td>8,927</td>
<td>9,028</td>
<td>9,119</td>
<td>9,197</td>
<td></td>
</tr>
</tbody>
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Figure (2): Forecasted Kidney Transplant Demand & Supply in GCC 2015-2020

<table>
<thead>
<tr>
<th>Year</th>
<th>GCC</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
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<tr>
<td>Diabetic Population</td>
<td>48,040,969</td>
<td>49,001,788</td>
<td>49,981,824</td>
<td>50,981,461</td>
<td>52,001,090</td>
<td>53,041,112</td>
<td></td>
</tr>
<tr>
<td>Diabetic Individuals</td>
<td>7,926,760</td>
<td>8,085,295</td>
<td>8,247,001</td>
<td>8,411,941</td>
<td>8,580,180</td>
<td>8,752,783</td>
<td></td>
</tr>
<tr>
<td>Number of Kidney Failures</td>
<td>792,676</td>
<td>808,530</td>
<td>824,700</td>
<td>841,194</td>
<td>858,018</td>
<td>875,178</td>
<td></td>
</tr>
<tr>
<td>Kidney Transplants</td>
<td>819</td>
<td>860</td>
<td>902</td>
<td>947</td>
<td>993</td>
<td>1,042</td>
<td></td>
</tr>
<tr>
<td>Percentage receiving transplant</td>
<td>0.10%</td>
<td>0.11%</td>
<td>0.11%</td>
<td>0.11%</td>
<td>0.12%</td>
<td>0.12%</td>
<td></td>
</tr>
<tr>
<td>Gap</td>
<td>791,857</td>
<td>807,670</td>
<td>823,798</td>
<td>840,248</td>
<td>857,025</td>
<td>874,136</td>
<td></td>
</tr>
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The in-depth market research indicated a significant growing gap in demand and supply of organs. The Middle East Society for Organ Transplantation (MESOT) has estimated that there is an average of 200 patients per million populations (pmp) in need for renal transplantation in the MENA region. This means that with a MENA population of approximately 700 million, around 140,000 people currently require a renal transplant and the death rate of people on dialysis is 10%-15% per year. Furthermore, 40-50 patients pmp are in need of liver which translates into 35,000 patients requiring a liver. Most patients in MENA countries die while waiting for these organs to become available (SCOT Report). This gap between demand and supply highlights the opportunity that exists for the IMC project Transplant and Rehabilitation Centers of Excellence.

Rehabilitation is emerging as an important aspect of health delivery within the continuum of care. The expected rise in the aging population in the GCC demonstrates a probable growth in demand for development of rehabilitation healthcare centers in the future. While as mentioned above, it is estimated that due to the rising emergence of chronic diseases and conditions, there will be a high demand for rehabilitation healthcare centers in the GCC in the coming decades.

Currently many patients from the MENA region travel between hospitals depending on the specialties offered. The IMC project aims to fill this gap by offering specialized services in a continuum of care to MENA region patients, particularly by improving the quality of medical care offered to patients in Oman. This will be achieved by the establishment of the tertiary care multispecialty hospital, the Multispecialty Organ Transplant and Rehabilitation Center of Excellence, and the Medical Prevention and Diagnostic Center of Excellence.
Global Positioning of IMC as an integrated Medical Tourism Project

- The global medical tourism industry is currently valued at US$20 billion and is expected to grow to US$60 billion within the next 10–15 years (Alpen Capital report 2011). The IMC project is also envisaged to become the preferred destination for medical health tourists from all over the world and particularly the GCC and other Middle Eastern countries. Within the GCC itself, many governments are sending patients abroad at great expense, often to the US or to Europe. This is mainly due to the lack of medical expertise and the appropriate facilities within their home countries.

- Given the nascent stage of the industry, there is room for various countries to position themselves for a share of this market. Oman has recognized that it has all the ingredients to attract international tourists and within its five years strategy, the country has aimed to develop medical tourism.

- The promoters of IMC recognized this opportunity and based the business model of the IMC project on the global need for integrated transplant, rehabilitation, advanced medical prevention and diagnostic technology for patients requiring quality healthcare services with significant cost savings. IMC expects to receive patients from the following three categories of medical tourists.
  - **Outbound**: MENA and GCC patients traveling to other countries for medical care.
  - **Inbound**: Global patients traveling to IMC for medical and transplant tourism.
  - **Intrabound**: MENA and GCC patients traveling within the region for medical, rehabilitation and transplantation services.

- Therefore the development of a high-class unique Medical City such as the one being proposed in this project would be able to provide the services that these patients currently require. It is clear that medical tourism is a thriving and growing industry and will provide a huge market for IMC project to target. The International Medical City will be a center of excellence and tranquility, which will make it a destination of choice for medical tourists from around the world.
Strategic Partnerships, Affiliation and Supports

• Strategic partnership is another strong element of the AMG strategy. Depending on the IMC project’s needs, AMG has assembled an internationally recognized group of architectural studios, design and planning firms, engineers, project managers, contractors, operators and financing experts. These extensive partnerships will enable AMG to take projects from start to finish, from concept to reality, and from day-to-day success to long-term sustainability.

• The following strategic partnerships and affiliations for the IMC project have been established or in the process of being finalized in the near future:

Methodist International
(Strategic Operational Partner)

AMG has signed a formal agreement with the Methodist International, the global subsidiary of The Methodist Hospital in Houston (Texas), United States of America (USA), to provide services for the development and operations of the tertiary care hospital in the International Medical City, and is a founding member and partner of the renowned Texas Medical Center, the largest medical complex in the world.
AMG has chosen Asan Medical Center (AMC) as the Strategic training partner for the IMC transplantation center.

Asan Medical Center is the largest hospital in Korea, treats 10,449 outpatients and 268 emergency patients on an average day. It also performs 62,637 highly complex surgeries each year (including more than 360 liver transplants per year).

World Health Organization

World Health Organization (WHO) support organ transplantation program as well as other tertiary care medical, surgical and rehabilitative services.
AMG invited Saudi Council for Organ Transplantation (SCOT) in advisory capacity for IMC’s Transplant Center of Excellence. SCOT graciously accepted this invitation.

Ministry of Tourism, Oman

The Ministry of Tourism, Oman has been at the forefront with Apex Medical Group since inception when it signed a 50-year land lease agreement with Apex Medical Group for the premier beach-facing land (spanning 866,000 sq.m.). The partnership between Ministry of Tourism and Apex Medical Group includes:

- Strengthening the regional tourism organizational structure
- Achieving effective public/private partnerships in developing and managing tourism by correlating these efforts
- Introducing Oman as a destination of medical tourism.

Ministry of Health, Oman

Apex Medical Group enjoys absolute support of the Ministry of Health for the project which started with issuance of all the necessary licenses. The Ministry is providing complete facilitation for clinical, educational and training programs. The Ministry of Health has also indicated the possibility of referral of complex tertiary care patients to the IMC.
IMC Advisors

- Ernst & Young Healthcare & Islamic Finance Advisory Services: Feasibility Study, Waqf Concept and structure development
- ATKINS: Master Plan of the INTERNATIONAL MEDICAL CITY project
- HMR Consultants: Environmental Impact Assessment
- Bank Muscat: Financial Advisory
- Al Busaidy Mansoor Jamal & Co.: Legal Advisory
- Methodist International: Hospital Development and Operations Consultants
- PSOMAS: Engineering Consulting
- Y&R: Branding & Marketing
- Cluttons: Land Valuation
- KPMG: Auditors

IMC Future Prospects

The Promoters believe that the IMC project prospects are excellent, which can be evidenced by:

- IMC unique business model driven by a quest to offer international standard organ transplant services integrated with the long-term care rehabilitation services in the serene environment of Salalah, Oman.
- There is a possibility that IMC will attain the official status of the GCC Regional Center of Transplantation, as the Promoters have secured the full support of SCOT, the organization which regulates the organ donation and transplantation activities in the GCC
- United Network for Organ Sharing (UNOS): For creating organ donation awareness campaigns in collaboration with UNOS organ recipient and organ donors registry program in the MENA region
- Asan Medical Center, Korea: Collaboration for training surgeons and nurses and knowledge transfer programs for living related organ transplantation.
- Samsung Medical Center: Collaboration for technological innovation in integration of health information system and other organ transplantation related technical training programs for the International Medical City Transplant and Dialysis Centers of Excellence
- The Promoters intend to develop cooperation with the Oman and GCC Ministries of Health for patient’s referral.
- IMC Promoters has signed an agreement with Methodist International (the world’s largest international hospital operation and management company based in North America) to acquire their affiliation to name the IMC Multispecialty Hospital with their institutions prestigious name.
- Leadership of the IMC transplant program by a renowned Saudi Transplant surgeon with over 20 years of established reputation and patient base.
International Medical City Promoters are committed to achieve the objectives and there will be no facility offering the same service and treatment of medical care in the region.

Dr. Abdulla Al Joaib (President AMG) after signing the agreement with Dr. Sarper Tanli (VP-MENA Methodist International)