

MRA

Moza Al Raqmi
Law Firm
موزة الرقمية للمحاماة

CORPORATE PROFILE

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An Integrated Framework for Legal Excellence
Omani Expertise - International Perspective - Distinguished Legal Representation

Trusted Representation

2026 - 2027

MRA - CP 00

CORPORATE PROFILE

Purpose & Professional Notice

This Corporate Profile is issued solely to introduce the Firm, its professional capabilities, legal practices and principal sectors of experience.

The information contained in this profile is general and introductory in nature. It does not constitute legal advice in relation to any particular matter. The scope, fees, responsibilities and conditions of every professional engagement shall be governed by a separate engagement letter agreed between the Firm and the client.

Confidentiality, professional independence, conflict management and the protection of client information are fundamental principles governing every instruction accepted by the Firm.

Opening Statement

Law is not merely a remedy sought after a problem has arisen. It is a structure that protects decisions before they are made, preserves rights throughout implementation and enables businesses and individuals to move forward with confidence.

Moza Al Raqmi Law Firm was founded upon this understanding: to provide legal representation that combines sound legal knowledge, strategic clarity, responsible risk management and the ability to handle complex matters with care and professional discipline.

We do not regard a legal file as a collection of documents. We consider its full context: the parties, interests, risks and potential financial, operational and human consequences.

From Oman, we are building a legal practice equipped for the demands of the present and prepared for the transformations of the future.

LAW

*protects decisions
before they are made*

OMAN

Representation Begins with *Understanding*

Effective legal representation begins with careful listening. It then transforms fragmented facts, communications and documents into a coherent legal position capable of supporting informed decisions.

Every engagement therefore begins with an understanding of the client, its objectives, business model, commercial priorities and the constraints surrounding the matter.

We then determine the most appropriate course of action, whether through legal advice, contractual restructuring, negotiation, settlement, litigation, arbitration or enforcement.

We do not impose a standard solution upon a unique matter, nor do we separate the legal text from commercial reality.

Our objective is to provide clear answers, executable options and a balanced assessment of risk, enabling the client to understand its position, available choices and the likely implications of each course of action.



Who We Are

Moza Al Raqmi Law Firm is an Omani legal practice providing advocacy, legal advisory and representation services to individuals, businesses, investors and institutions.

Our practice extends across civil and commercial law, corporate and financial matters, real estate and construction, employment, criminal defence, family law, insurance, compensation, arbitration, enforcement, investigations and corporate compliance.

Our work is built upon three interconnected foundations:

- 1 A thorough understanding of the Omani legal system.
- 2 A practical appreciation of business and sector-specific requirements.
- 3 A structured approach to managing legal matters, information, time and decision-making.

For us, the value of a law firm is not measured by the number of cases or contracts it handles, but by the protection, clarity and confidence it adds to the decisions of its clients.

The Value We Deliver

Our institutional identity is completed by the value clients receive through our services.

We translate complexity into decisions, risks into priorities and facts into a structured legal position.

We connect legislation, evidence, documents, commercial practice and likely outcomes, ensuring that legal advice remains relevant to the client's actual circumstances.

Our value lies in our ability to:

01

Identify risks before they develop into disputes.

02

Strengthen contractual and commercial positions.

03

Develop executable negotiation and dispute strategies.

04

Coordinate matters involving multiple parties and authorities.

05

Organise communications, documents and responsibilities.

06

Protect confidentiality, reputation and legal standing.

07

Distinguish between strict legal entitlement and practical viability.

Distinguished legal service does more than explain the law; it enables the client to use the law wisely.

A Message from the Founder

I founded this practice upon the conviction that clients do not seek abstract legal information alone.

They seek a trusted professional who understands their matter, assumes responsibility for their representation and provides clarity upon which they can confidently rely. Behind every document lies a right, a project, an investment, a reputation or a family future requiring protection.

We therefore work with care that never sacrifices quality for speed, realism that never promises what cannot responsibly be guaranteed and professional courage that enables us to tell clients what they need to know, not merely what they may wish to hear.

Our purpose is to build enduring relationships in which the Firm serves as a trusted partner in decision-making, a strong advocate in disputes and a reliable legal adviser through periods of change.

Atty. Moza Al Raqmi

Founder and Managing Director



Our Philosophy of Legal Leadership

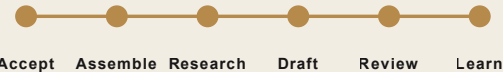
Legal leadership does not mean directing matters from a distance. It requires active involvement in significant instructions, careful examination of assumptions, rigorous testing of legal arguments and assurance that the work remains consistent before it is presented to the client, court, tribunal or authority.

Our philosophy recognises quality as an institutional responsibility. It begins with the acceptance of an engagement, continues through team selection, document organisation, research, drafting and review, and concludes with an evaluation of the outcome and the knowledge gained.

We also recognise that strong legal representation is rarely an isolated exercise. It may require coordinated contributions from accountants, engineers, technical experts, investigators and specialist counsel.

The lawyer's role is to bring those contributions together within one coherent legal strategy.

ONE COHERENT LEGAL STRATEGY



Our Vision

Our vision is to be recognised among Oman's most trusted and influential legal practices, offering a professional model that combines legal depth, business understanding and an exceptional client experience.

We aspire to practise law proactively: contributing to the formation of decisions, designing legal protection, strengthening governance, improving contractual structures and enhancing the legal readiness of our clients.

We seek to associate the Firm's name with clarity, discipline, independence and distinguished representation, both within the Sultanate of Oman and in cross-border matters. Our ambition is not simply to become the largest in terms of headcount.

It is to be among the most dependable in performance, the most disciplined in service and the most capable of transforming legal expertise into lasting value for our clients.

Our Mission

Our mission is to provide integrated, high-quality legal services tailored to each client, matter and industry through appropriate teams, clear methodologies and consistent professional communication.

We are committed to:



Protecting rights and legitimate interests within the law.



Enabling clients to make informed decisions.



Combining preventive advice with effective representation.



Delivering clear advice and practical work products.



Managing time, cost and information responsibly.



Building enduring professional relationships.



Contributing to legal awareness and a stronger business environment.

We do not claim that every risk can be eliminated. We undertake to identify, evaluate and manage risk, and to build the strongest responsible legal position supported by the facts and applicable law.

Our Values: Responsibility and Independence

Responsibility means treating every engagement as a professional trust, not merely as a task. It is reflected in our respect for deadlines, the quality of our review, the clarity of our recommendations and our willingness to explain risks and uncertainties.

Independence means that our legal opinion is based upon objective professional judgement, free from convenience, pressure or improper influence.

An honest opinion may occasionally be less comfortable, but it is ultimately more protective of the client.

We ensure that the desire for a rapid outcome does not replace balanced assessment, and that commitment to a client's position does not lead to the neglect of weaknesses within that position.

Clients require lawyers who stand firmly beside them while presenting the full picture with honesty and responsibility.



Our Values: Confidentiality, Accuracy and Respect

Confidentiality is not an administrative formality. It is the foundation of the relationship between lawyer and client.

We handle information, documents, correspondence and party data through appropriate controls governing storage, access and professional use.

Accuracy requires every important conclusion to be supported by verifiable facts, documents and legal authorities, and every significant work product to pass through an appropriate level of review.

Respect extends to clients, opposing parties, courts, regulators, colleagues and the time of all participants.

We disagree without impropriety, negotiate without weakness, advocate without excess and preserve the strength of the client's position while maintaining professional dignity.

These are not promotional statements. They are standards governing how we accept, manage and complete our work.

Omani Foundations

Our practice is rooted in a close understanding of the legal, commercial and social environment of the Sultanate of Oman, including the nature of engagement with judicial, regulatory and administrative bodies.

This enables us to understand the effect of practice, custom, language and culture alongside the written law.

We appreciate the different requirements of local investors, family-owned enterprises, public and closed joint-stock companies, small and medium enterprises and international groups entering the Omani market.

Our advice is not limited to formal requirements. We help clients understand the purpose of regulation, the responsibilities of management, the limits of authority and the legal consequences of corporate decisions, transactions and business conduct.

Our expertise is local in foundation, but international in outlook.



An International Perspective

Business, investment, finance and contractual relationships increasingly extend across jurisdictions.

A project may be established in Oman while its shareholders, lenders, suppliers, contractors, assets and obligations are connected to several countries.

We approach such matters by identifying the interaction between legal systems, governing law, jurisdiction, dispute-resolution mechanisms, language, recognition and enforcement.

Where appropriate, we coordinate with independent law firms and specialist counsel in relevant jurisdictions while maintaining clear responsibility for the overall instruction and client communication.

For us, international reach is not a list of names or locations. It is the ability to identify the right expertise, coordinate advice, protect confidentiality and prevent inconsistency between separate legal workstreams.



Our Service Model

Our service model begins with diagnosis, not with an assumed solution.

The initial stage involves reviewing the facts, documents, parties, deadlines and urgent risks. We then identify the legal questions, required research and decisions the client needs to make.

A proposed work plan may set out responsibilities, deliverables, priorities, timing and communication arrangements.



A single instruction may combine several workstreams:

01 Urgent legal advice.

02 Contract review or restructuring.

03 Negotiation and settlement.

04 Interim or protective measures.

05 Litigation or arbitration.

06 Enforcement of judgments or instruments.

07 Internal investigation.

08 Revision of governance, policies or controls.

This enables the client to view the matter as one integrated legal project rather than a series of disconnected services.

A Team Built Around the Matter

We do not assign the same fixed team to every instruction.

We assemble the appropriate team according to the nature, complexity and potential impact of the matter

Team composition may take into account:

- ⦿ The principal area of law.
- ⦿ The relevant economic sector.
- ⦿ The value and sensitivity of the matter.
- ⦿ The number of parties and authorities involved.
- ⦿ The need for technical or financial expertise.
- ⦿ Language and jurisdiction.
- ⦿ Time constraints and response requirements.
- ⦿ The likelihood of negotiation or dispute.

Every engagement has a clearly identified lead professional.

Tasks are allocated according to experience and capability, and significant work products are reviewed before approval.

The result is a team proportionate to the client's actual needs.

Who We Serve

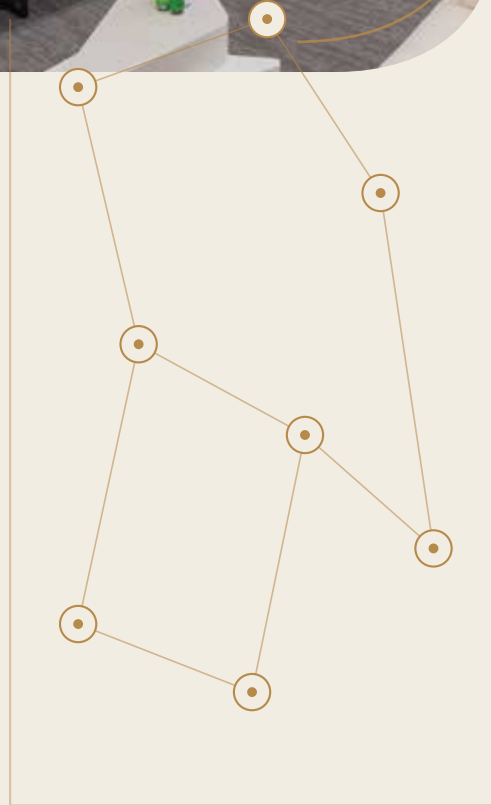
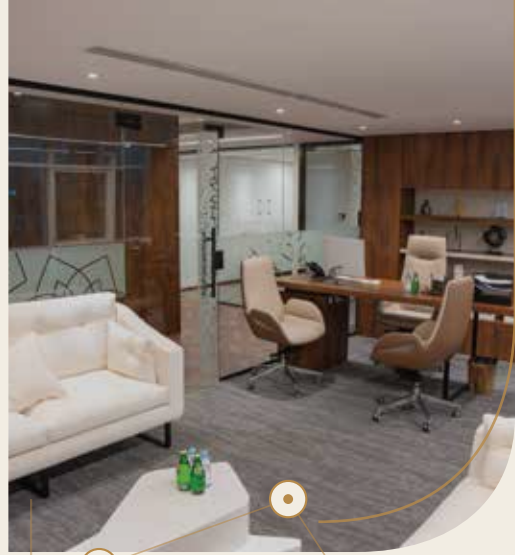
We serve a diverse client base, including local and international companies, public and closed joint-stock companies, family-owned businesses, investors, entrepreneurs, banks, financial institutions, developers, contractors, insurers, employers and private clients.

We also advise boards, executive management, shareholders, partners, creditors, debtors, landlords, tenants, rights holders, injured parties, heirs and individuals requiring responsible legal representation.

This diversity strengthens our ability to consider a matter from more than one perspective.

A position that appears straightforward to one party may create a substantially different legal or commercial effect for another.

Understanding the balance of interests enables us to develop solutions that are more realistic, defensible and sustainable.



Commencing the Professional Relationship

The relationship begins with an initial discussion to understand the matter generally, identify urgent deadlines, verify the information required and conduct a conflict-of-interest review.

01

Initial Discussion

Understand the matter, urgent deadlines and required information.

02

Preliminary Assessment

Explain services, deliverables, responsibilities, fees and principal assumptions.

03

Acceptance & Setup

Establish the relationship lead, work plan and communication process.

04

Priority Classification

Distinguish immediate protective action, deeper legal analysis and later or phased matters.

This early organisation protects priorities, supports cost and time management and gives the client a clear understanding of how the engagement will proceed.

Ten Profiles. One Legal Framework.

Our legal profile series has been designed to demonstrate the depth of each practice while preserving the integration between them.

The framework consists of one principal Corporate Profile and nine specialist profiles:

CORPORATE PROFILE + 9 SPECIALIST PROFILES

01

Corporate, Commercial and Investment.

02

Civil Law, Contracts and Obligations.

03

Disputes, Litigation, Arbitration and Enforcement.

04

Insurance, Compensation and Liability.

05

Real Estate, Construction and Infrastructure.

06

Banking, Finance and Capital Markets.

07

Employment, Human Resources and Corporate Compliance.

08

Economic Crime, Investigations and Criminal Defence.

09

Family, Private Wealth and Succession.

No practice operates in isolation. A matter may begin with a contract, develop into civil liability and ultimately require litigation, arbitration, investigation or enforcement.



Integrated Legal Capabilities

The strength of our framework lies in the ability to bring multiple practices together around one client requirement.

01 Corporate acquisition

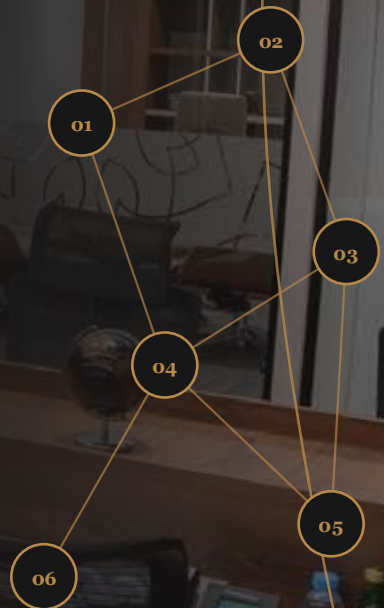
Legal due diligence, shareholder arrangements, finance documents, employment analysis, real estate review and insurance/regulatory exposure.

02 Construction project

Property rights, consultancy and construction contracts, guarantees, insurance, delay claims, arbitration and enforcement.

03 Family wealth dispute

Corporate ownership, contracts, inheritance, governance and succession.

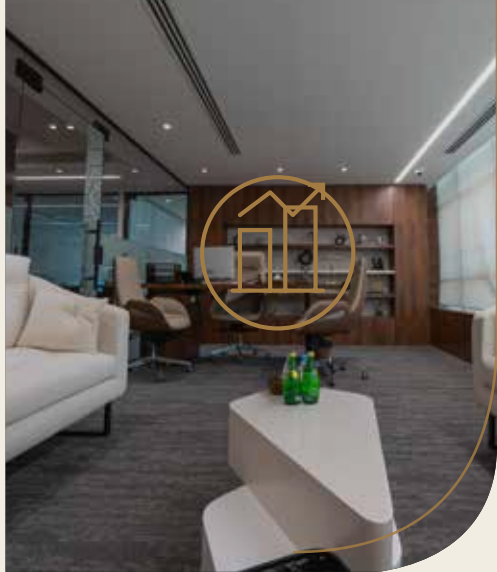


*One client requirement.
Connected capabilities.*

We therefore identify the lead practice and connect it with supporting capabilities.

The client receives one coherent legal position rather than fragmented advice from disconnected teams.

Corporate, Commercial and Investment



This profile addresses the corporate life cycle, from establishment and investment structuring to reorganisation, acquisition, disposal or exit.

It covers corporate forms, shareholder and partnership agreements, governance, board and shareholder decisions, commercial contracts, investment, mergers and acquisitions.

The practice also supports public and closed joint-stock companies in relation to meetings, notices, quorum, voting, board elections, approvals, disclosures and engagement with the Financial Services Authority and other relevant regulators.

We advise on shareholder disputes, directors' responsibilities, related-party transactions, minority protection, exit arrangements and succession.

Our objective is to ensure that the company operates upon a legally sound foundation and that its decisions remain valid, defensible and capable of implementation.



Civil Law, Contracts and Obligations

Civil law forms the foundation of rights and obligations and supports a broad range of personal and commercial relationships.

This profile covers contract formation, interpretation, performance and termination, together with breach, rescission, invalidity, compensation, unjust enrichment, guarantees, assignments, agency, deposit, sale, lease and construction obligations.

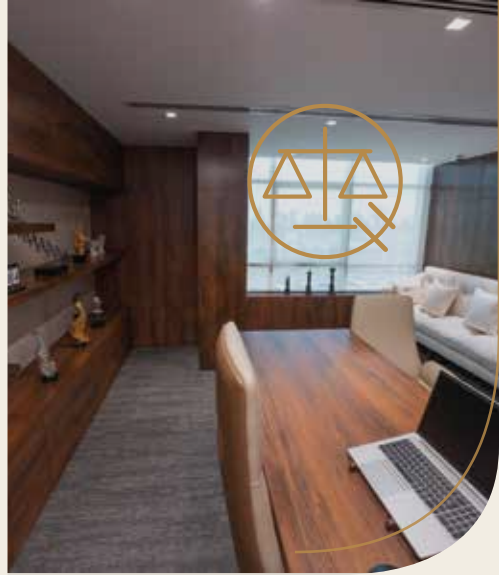
We review contracts before execution and analyse them when disagreement arises.

Our work identifies obligations, notices, deadlines, remedies, evidential requirements and potential defences.

We also restructure distressed contractual relationships and support negotiation and settlement.

Our purpose is to transform the contract from a general commercial document into a practical instrument that clearly allocates rights, responsibilities and risk.

Disputes, Litigation, Arbitration and Enforcement



Effective dispute management begins before proceedings are commenced.

We preserve evidence, identify claims and parties, assess jurisdiction, monitor limitation and procedural periods and determine the most suitable route in view of cost, time and commercial objectives.

The Firm represents clients before courts and arbitral tribunals and advises upon negotiations, settlements and interim or protective measures.

Our work includes pleadings, submissions, defences, evidence, expert proceedings, appeals and judgment analysis.

Our responsibility does not end when a judgment or award is issued. We also manage enforcement, asset identification, attachment, enforcement disputes and the recognition and execution of foreign judgments and arbitral awards.

A legal right remains incomplete until it can produce a practical result.

Insurance, Compensation and Liability



Insurance matters often combine civil liability, contractual interpretation, technical evidence and questions of causation.

This profile covers insurance policies, claims, declined coverage, loss assessment, subrogation, professional liability, product liability, employer liability, construction risk, motor accidents, personal injuries and property damage.

We analyse the wording of the policy, the underlying event, technical reports, exclusions, notification obligations and the causal connection between conduct and loss.

Depending upon the instruction and conflict assessment, we may represent insurers, insured parties or injured claimants.

Our objective is to establish a disciplined and properly evidenced position concerning liability, coverage and compensation, enabling the client to pursue or defend the claim on a sound legal basis.

Real Estate, Construction and Infrastructure



Real estate and infrastructure projects bring together ownership, development, finance, design, construction, insurance, operation and long-term maintenance.

This profile covers property transactions, development agreements, sale, lease, usufruct, management, construction contracts, engineering appointments and subcontracting.

It also addresses variations, delay, extensions of time, defects, payments, certificates, guarantees, completion, termination, claims and arbitration.

We examine legal documents alongside project programmes, technical reports and contractual correspondence, and work with appropriate experts where required.

Our role is to protect the project from its initial structuring, manage legal risk during performance and support the client's position when claims or disputes arise.



Banking, Finance and Capital Markets

Financial transactions require precision because weaknesses in security, authority or priority frequently become apparent only when performance deteriorates.

This profile includes facilities, project finance, guarantees, mortgages, security structures, priority arrangements, restructuring, recovery and enforcement.

It also covers joint-stock companies, capital-market matters, governance, disclosure, material transactions, the responsibilities of boards and management and obligations relating to the Financial Services Authority.

We assist lenders, borrowers, issuers and investors in understanding transaction structures, risks and the enforceability of finance documents.

Where financial distress arises, we evaluate restructuring, negotiation and enforcement options with the aim of preserving value and limiting avoidable loss.

Employment, Human Resources and Corporate Compliance



Employment relationships form part of an organisation's governance, culture and risk structure.

This profile addresses employment contracts, workplace policies, remuneration, benefits, leave, performance management, disciplinary action, termination, restructuring and employment disputes.

It also covers internal investigations, grievances, conflicts of interest, whistleblowing, professional conduct, information protection and the documentation of management decisions.

We assist employers in establishing fair, consistent and defensible employment processes. We also advise and represent individuals where the protection of employment rights requires professional intervention.

Effective compliance is not achieved merely by issuing a written policy. It requires understanding, implementation, documentation, training and periodic review.

Economic Crime, Investigations and Criminal Defence

Criminal exposure may arise within a commercial transaction, financial process, employment relationship or exercise of corporate authority.

Such exposure may immediately affect reputation, assets, management and business continuity.

This profile includes fraud, breach of trust, forgery, misuse of authority, financial and technology-related offences, internal investigations and criminal defence.

We assist in preserving evidence, identifying parties and events, managing interviews, reviewing documents and assessing reporting and cooperation obligations.

Depending upon the engagement, we represent accused persons, injured parties and corporate entities.

These matters require a disciplined balance between urgency, defence rights, confidentiality, regulatory obligations and the management of commercial and reputational consequences.

Family, Private Wealth and Succession



Family and private-wealth matters combine legal rights with human relationships, confidentiality and long-term planning.

This profile covers personal-status matters, maintenance, custody, visitation, divorce, settlement, estates, wills, succession, asset management and disputes between heirs.

It also extends to family businesses, ownership structures, intergenerational succession, family governance, the allocation of management authority and the protection of wealth from fragmentation or prolonged dispute.

We approach these matters with sensitivity and discretion, prioritising fair and sustainable solutions where appropriate while remaining prepared to provide firm representation when required.

The objective is not merely to resolve a dispute, but to protect people, assets, relationships and future continuity.

Multiple Practices. One Responsibility.

The specialist profiles provide depth, while responsibility for the client relationship remains unified.

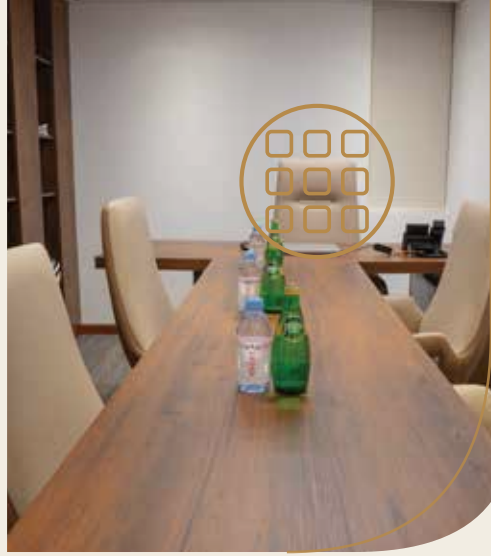
Where an instruction develops from advice into negotiation, from contract interpretation into dispute or from investigation into litigation, the client should not be required to reconstruct the matter for each new team.

Organised knowledge moves between practices subject to confidentiality and professional necessity, while the relationship lead retains oversight.

- 01 Reduce duplication.
- 02 Maintain a consistent legal position.
- 03 Identify connections between risks.
- 04 Improve time and document management.
- 05 Prevent conflicting recommendations.
- 06 Provide management with a complete view.

Multiple areas of expertise should produce stronger advice, not multiple uncoordinated voices.

Ten Sector Profiles



In addition to our legal-practice profiles, we have developed a sector series that translates legal capability into the commercial and operational language of each industry.

The sector series includes:

01 Oil, Gas, Energy and Mining.

02 Banking, Finance, Capital Markets and Insurance.

03 Real Estate, Construction and Infrastructure.

04 Maritime, Ports and Logistics.

05 Aviation, Airports and Air Transport.

06 Industry, Manufacturing and Supply Chains.

07 Technology, Telecommunications and the Digital Economy.

08 Healthcare, Pharmaceuticals and Medical Industries.

09 Tourism, Hospitality, Exhibitions and Events.

10 Trade, Retail, Franchising and Consumer Markets.

Each profile brings together the legal practices most relevant to the industry's life cycle, structure and principal risks.



Oil, Gas, Energy and Mining

These industries are characterised by substantial capital commitments, long project cycles, multiple contractors and complex licensing, environmental and operational requirements.

Our services include project structuring, operating and commercial contracts, procurement, construction, technical services, transportation and supply arrangements.

We also address delay, shutdowns, non-performance, specifications, cost escalation, variations and exceptional events.

In mining, we consider licensing, exploitation rights, land interests, contractor and operator relationships and obligations relating to closure and remediation.

Our purpose is to connect contracts with operational reality, define responsibilities before technical issues develop into high-value disputes and support clients throughout the project and asset life cycle.



Banking, Finance, Capital Markets and Insurance

This sector combines intensive regulation, confidence, liquidity, risk management and rapidly developing transactions and products.

We advise upon finance, security, recovery, restructuring, governance, disclosure, institutional operations and the responsibilities of boards and executive management.

We support joint-stock companies in meetings, voting, elections, approvals, material transactions and engagement with the Financial Services Authority and other regulators.

Within insurance, we review policies, products, claims, coverage, exclusions, liability and compensation disputes.

Our work connects the financial document with its regulatory effect, commercial purpose and enforceability.

In this sector, legal, financial, operational and reputational risks must be assessed together rather than in isolation.

Real Estate, Construction and Infrastructure

The sector extends from land acquisition, development and finance to design, construction, handover, operation and maintenance.

We assist developers, investors, contractors, consultants, owners and operators in drafting contracts, allocating risk and managing variations, payments, guarantees and project obligations.

We also handle delay, defects, handover, termination, interim certificates, extensions of time, compensation and formal claims.

Infrastructure projects require particular attention to the interaction between contracts, approvals, technical dependencies and the sequence of responsibilities.

We seek to establish a disciplined contractual and correspondence record throughout the project, recognising that the strength of any future claim begins with the quality of day-to-day project administration.





Maritime, Ports and Logistics

Maritime trade operates through an interconnected framework of vessels, ports, cargo, storage, insurance, customs and international contracts.

Our services include contracts of carriage, shipping, chartering, port services and maritime agency, together with claims involving cargo damage, delay, loss, pollution, collision and salvage.

We also advise upon vessel arrest, security, carrier liability, freight forwarding and disputes involving international parties or jurisdictions.

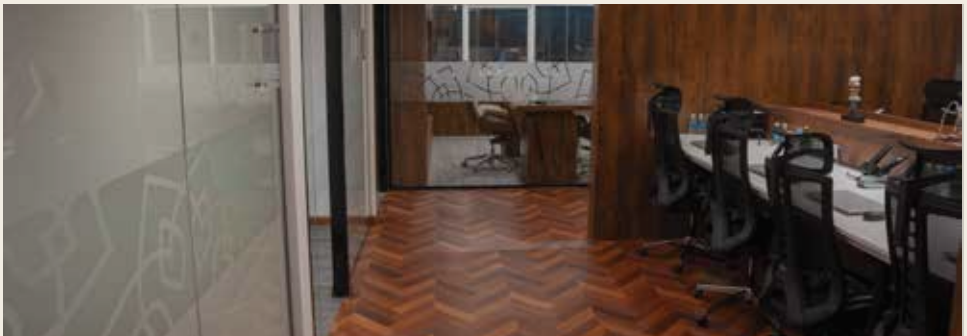
Within logistics, we examine the allocation of responsibility between suppliers, carriers, warehouses and recipients, as well as delivery terms and insurance.

Speed is frequently essential because vessels, cargo and documents may move into another jurisdiction within a short period.

04

SECTOR

Cross-border movement
of cargo, vessels and
jurisdictional risk.





Aviation, Airports and Air Transport

Safety, operations and liability move together in one regulated environment.

Aviation is a highly regulated environment in which safety, operation, insurance, finance, contracts and international liability intersect.

Our services include aircraft operation, leasing, maintenance, ground handling, catering, airport services, carriage and air-cargo contracts.

We also advise upon passenger, baggage and cargo claims, delays, cancellations, insurance and relationships with contractors and service providers.

Additional areas include employment and crew matters, procurement, data protection, licensing and regulatory compliance.

Every issue is assessed within its operational context, as a legal or contractual failure in aviation may rapidly affect schedules, cost, reputation, service continuity and safety obligations.

Industry, Manufacturing and Supply Chains

01

Manufacturing depends upon the uninterrupted availability of materials, equipment, energy, labour, logistics and distribution.

Failure in one link may affect the entire production chain.

02

We review supply, manufacturing, distribution, installation and maintenance contracts, together with quality, testing, acceptance and warranty arrangements.

Our work also covers defective products, recalls, liability, shortages, delay, force majeure, price fluctuations and changes in circumstances.

03

We assist with agency and distribution relationships, intellectual property, industrial confidentiality, employment and environmental compliance.

Our objective is to ensure that commercial obligations reflect operational capability and that risk is allocated to the party best positioned to control and manage it.





Technology, Telecommunications and the Digital Economy

Data, software, platforms and digital assets have become fundamental sources of institutional value.

We advise upon software development and licensing, cloud services, hosting, outsourcing, e-commerce, digital platforms and service-level agreements.

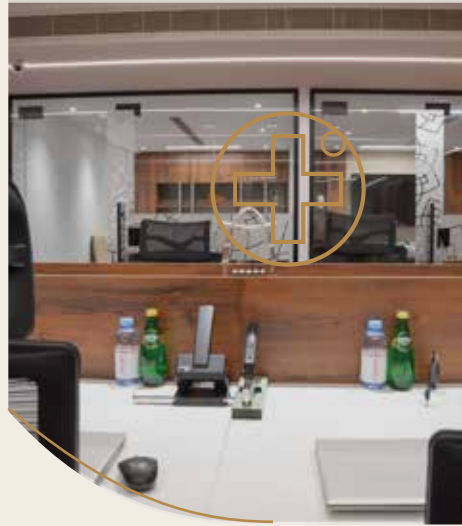
Our work also includes privacy, data protection, cybersecurity, intellectual property, content, electronic payments and liability for outages or system failures.

We help clients define ownership of deliverables, permitted use, vendor responsibilities, service dependencies and incident-response procedures.

Traditional contractual language is often insufficient in this sector. Legal advisers must understand the technical structure, data flows, operational dependencies and the practical consequences of a service or security failure.

Technology law must understand the structure of the service, not merely the language of the contract.

Healthcare, Pharmaceuticals and Medical Industries



Healthcare requires a careful balance between patient safety, professional liability, confidentiality, regulation and service continuity.

We advise healthcare institutions, practitioners, investors and suppliers upon contracts, licensing, operation, employment and procurement.

We also handle medical-liability matters, complaints, investigations, technical reports, insurance and the confidentiality of health information.

Within pharmaceuticals and medical devices, our work includes distribution, supply, quality, storage, marketing, product liability and recall.

Healthcare matters are approached with respect for their human impact, supported by accurate legal analysis and appropriate technical expertise when questions of causation, professional standards, damage or liability require specialist assessment.

PATIENT SAFETY

Healthcare requires a careful balance.

LIABILITY

Professional and product liability.

CONFIDENTIALITY

Protection of health information.



Tourism, Hospitality, Exhibitions and Events

This sector connects property, operation, branding, customer experience, employment, suppliers and public events.

This sector connects property, operation, branding, customer experience, employment, suppliers and public events.

We review hotel and tourism-facility management agreements, leases, franchises, reservations, procurement and service contracts.

We also advise upon event licensing and contracts involving organisers, sponsors, exhibitors, speakers, venues and suppliers, together with cancellation, postponement, safety, liability and insurance.

Our services include seasonal employment, consumer protection, data, intellectual property, complaints and accident-related matters.

The sector requires commercial flexibility supported by clear risk allocation, as operational or legal failure can quickly affect both the customer experience and the reputation of the business.



Trade, Retail, Franchising and Consumer Markets



Consumer markets move rapidly and require legal structures that protect growth without obstructing commercial agility.

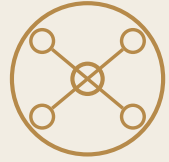
We advise upon agency, distribution, supply, franchising, e-commerce, retail leases and marketing arrangements.

Our work also covers sales terms, returns, warranties, consumer protection, pricing, promotions, advertising and product liability.

In franchising, we review trademark use, knowledge transfer, operational standards, fees, territories, competition and termination.

We assist local and international brands in entering and expanding within the market while protecting reputation, intellectual property and the balance between franchisor, franchisee, supplier and consumer.

Where Sectors Intersect



Significant matters rarely belong exclusively to one industry.

ENERGY PROJECT

An energy project may require finance, insurance, land, construction, maritime transportation, employment and technology capabilities.

HOSPITAL

A hospital may involve investment, property, operation, employment, medical equipment, insurance and data protection.

AIRLINE

An airline may require finance, leasing, maintenance, passenger services, cargo, employment, competition and technology advice.

We therefore do not substitute legal specialisation with sector knowledge, or sector knowledge with legal specialisation. We combine both.

We begin by understanding the industry, connect it with the necessary legal practices and assemble a team capable of understanding the technical language, commercial objective and legal effect of the matter.



Joint-Stock Companies and Regulatory Authorities

Joint-stock companies operate under enhanced standards of regulation and accountability because their decisions affect shareholders, investors, markets and wider stakeholders.

We provide support in relation to:

- | | |
|---|---|
| 01 General meetings. | 07 Capital and structural changes. |
| 02 Notices and announcements. | 08 Material corporate decisions. |
| 03 Quorum and voting. | 09 Disclosure and conflicts of interest. |
| 04 Proxies and shareholder rights. | 10 Related-party transactions. |
| 05 Election of board members. | 11 Engagement with the Financial Services Authority. |
| 06 Approval of accounts and distributions. | |

We review minutes, resolutions, authorities and supporting documents and identify procedural and substantive risks.

A sound corporate decision requires clear authority, valid procedure, sufficient information and reliable documentation.

Governance that Protects the Decision

Governance is not a collection of forms. It is a framework defining who may decide, upon what information, within which limits and how responsibility is documented.

We assist companies in governing the relationship between shareholders, boards, committees, executive management and internal control functions.

Our services include:

- | | | | |
|-----------|--------------------------------------|-----------|--|
| 01 | Board and committee charters. | 06 | Minutes and resolution management. |
| 02 | Delegations and authority matrices. | 07 | Compliance reviews. |
| 03 | Conflict-of-interest policies. | 08 | Legal-risk frameworks. |
| 04 | Disclosure and reporting procedures. | 09 | Complaints and investigation procedures. |
| 05 | Related-party transaction controls. | | |

Effective governance does not obstruct decision-making.

It gives decisions legitimacy, transparency and protection against unclear authority, unmanaged interests and inadequate documentation.



Contracts: Designing the Relationship Before Dispute



A strong contract does more than describe a transaction. It anticipates potential disagreement and provides mechanisms for addressing it.

We begin with the commercial purpose and then define parties, authority, deliverables, schedules, payment, security and remedies.

Particular attention is given to variations, notices, acceptance, confidentiality, intellectual property, liability, insurance, force majeure, termination and dispute resolution.

We also examine consistency between the contract, schedules, proposals and technical documentation.

Our objective is not to include the greatest possible number of clauses. It is to produce a clear, balanced and enforceable instrument through which each party understands its rights, responsibilities and the consequences of changed circumstances.

Purpose

Authority

Risk

Remedy



Civil Rights and Claims

Legal basis, evidence and causation are organised into a defensible claim.

Civil claims may seek performance, rescission, compensation, recovery of funds, prevention of harm or a declaration confirming or denying a right.

We construct the claim by identifying the legal relationship, obligation, breach, loss, causation, evidence and likely defences.

We distinguish between legally recoverable loss and an unsupported commercial expectation, and between actionable wrongdoing and an unfavourable outcome that does not independently create liability.

Correspondence, notices, invoices, reports, testimony and supporting circumstances are organised into a clear chronology.

The strength of a claim does not depend solely upon the scale of the alleged loss. It depends upon the ability to prove its legal basis, attribution, amount and connection to the conduct of the responsible party.



Liability, Compensation and Insurance

WHO

is legally responsible?

WHAT

loss is recoverable?

WHETHER

insurance coverage applies?

When harm occurs, three central questions arise: who is legally responsible, what loss is recoverable and whether insurance coverage applies.

We examine contractual, tortious and professional liability, the relevant duty or obligation, the required standard of care, causation and any contribution by the injured party.

We then compare the legal position with policy terms, limits, exclusions, notification requirements and claims procedures.

Where appropriate, technical experts may assist in determining cause, damage and the reasonable cost of repair or replacement.

Our purpose is neither to inflate nor diminish a claim. It is to establish an evidenced legal position connecting the event, liability, coverage and compensation in a manner capable of professional defence.



Dispute Strategy

Before commencing a dispute, we develop a map addressing:

- | | | | |
|-----------|--|-----------|---------------------------------------|
| 01 | The client's desired outcome. | 06 | Settlement prospects. |
| 02 | Strengths and weaknesses. | 07 | Cost of continuing. |
| 03 | Burden and availability of evidence. | 08 | Business and reputational effects. |
| 04 | Deadlines and procedural requirements. | 09 | Enforceability of the likely outcome. |
| 05 | Necessary parties. | | |

We then consider negotiation, mediation, litigation, arbitration or a carefully phased combination of those routes.

The strongest decision may be immediate proceedings, preservation of evidence, a strategically drafted notice or a settlement delivering greater value than a delayed judgment.

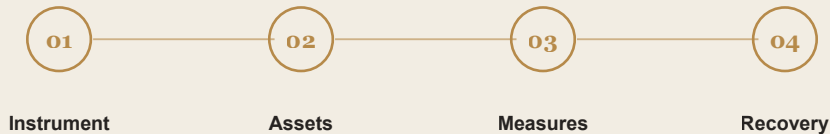
Dispute strategy does not mean constant escalation. It means selecting the right legal instrument at the right time for the right purpose.



Enforcement: From Judgment to Result

A judgment or arbitral award is an important milestone, but it is not the conclusion if it cannot produce recovery or practical compliance.

We assess the enforceable instrument, parties, available assets, priorities and possible restrictions.



We then identify suitable enforcement measures, which may include attachment, disclosure requests, asset tracing, enforcement disputes and structured settlement.

For foreign judgments and awards, we examine jurisdiction, service, finality, public policy and the requirements for recognition and enforcement.

Economic viability is also considered, as enforcement expenditure should be based upon realistic information concerning recovery prospects.

Effective enforcement requires procedural knowledge, accurate information, timely action and strategic persistence.



Projects and Real Estate

We support clients from initial project conception and site acquisition through development, contracting, finance, construction, handover, operation and exit.

The contractual chain is reviewed to ensure that obligations remain aligned and that no material gaps exist between the responsibilities of the developer, contractor, consultant, operator and lender.

Our work may address:

- | | |
|--|---|
| 01 Ownership and usufruct rights. | 06 Guarantees. |
| 02 Development conditions. | 07 Insurance. |
| 03 Regulatory approvals. | 08 Defects and handover. |
| 04 Programmes and milestones. | 09 Delay and claims. |
| 05 Variations. | 10 Termination and compensation. |

Combining real estate, construction, insurance and dispute experience enables us to understand the complete project life cycle rather than one isolated phase.

Finance and Credit Protection

A sound financing arrangement requires clarity regarding purpose, repayment, security, priority and the treatment of potential default.

We review facility agreements, guarantees, mortgages, security instruments, undertakings and conditions precedent.

We also verify authorities and approvals and examine alignment between finance, project and corporate documents.

When indicators of distress arise, we assist the parties in evaluating rescheduling, additional security, standstill arrangements, restructuring and enforcement.

Our objective is to protect the economic value of the transaction without separating creditor rights from the practical viability of the project or borrower.

Sustainable finance depends not only upon strong security, but upon a coherent legal and commercial structure capable of supporting performance and recovery.



01 Purpose

Commercial objective

02 Security

Rights and priority

03 Recovery

Performance and default



Employment and Compliance

A routine management decision may develop into a dispute if it lacks a clear reason, fair procedure or sufficient documentation.



We assist organisations throughout the employment life cycle, from recruitment and contracting to performance, promotion, investigation, disciplinary action and termination.

Policies are reviewed for clarity and consistent application, while reporting, grievance and investigation procedures are developed to support fairness and accountability.

When disputes arise, we examine correspondence, personnel records, decisions, evidence and financial entitlements.

Effective corporate compliance is demonstrated through conduct, not documents alone.

We therefore connect policies with training, delegated authority with responsibility and management decisions with records capable of demonstrating procedural integrity.



Investigations and Economic Crime

Preserve evidence. Define the mandate. Protect rights.

A suspicion must be handled through a disciplined response. Premature action may compromise evidence, prejudice individuals or expose the organisation to additional risk.

We assist in defining the investigation mandate, preserving records, selecting the team, conducting interviews and examining transactions and electronic communications.

We distinguish between administrative misconduct, civil breach and conduct that may give rise to criminal exposure.

We also consider reporting obligations, the rights of involved parties, investigation confidentiality and necessary remedial action.

In criminal defence, we examine the elements of the alleged offence, evidence, intent, available defences and procedural safeguards.

Our purpose is to establish the legally provable truth while protecting rights, reputation and the integrity of institutional decision-making.

Family, Wealth and Succession

Wealth requires organisation before transition. Without appropriate planning, successful assets may become a source of fragmentation and intergenerational dispute.

We assist families and business owners in understanding ownership structures, identifying assets and rights and organising succession, governance and exit arrangements.

Potential solutions may include family agreements, corporate restructuring, controls upon disposition and estate or will planning within the applicable legal framework.

Where disagreement has already arisen, we seek solutions capable of preserving value and relationships without compromising legal rights.

These matters are handled with a high degree of confidentiality and with an appreciation of their legal, familial, financial and management dimensions.

Protecting wealth means enabling orderly continuity, not merely preserving assets in their current form.





Legal Project Management

Complex legal matters require management discipline as well as legal analysis.

We use structured work plans addressing scope, legal questions, deadlines, responsibilities, deliverables and decision points.

Effective legal project management may include:

01 A central document register.

02 A chronology of material events.

03 A list of outstanding issues.

04 Clear allocation of responsibility.

05 Regular client updates.

06 Risk and budget review.

07 Documentation of decisions and changes.

08 Organised matter closure.

This approach reduces information loss and duplicated effort and enables the client to follow progress and make decisions with greater confidence.

The quality of legal advice cannot be separated from the quality with which the matter carrying that advice is managed.



International Legal Relationships

Where a matter extends beyond one jurisdiction, we help the client establish an integrated legal team capable of managing it as one coordinated project.

External counsel may be selected according to jurisdiction, expertise, independence and responsiveness.

We then establish responsibility and expected deliverables for each participant.

Our coordination focuses upon:

- | | |
|--|---|
| 01 Unified instructions. | 05 Consistent facts and terminology. |
| 02 Clear workstreams. | 06 Control of deadlines and cost. |
| 03 Protection of confidentiality. | 07 Alignment between separate opinions. |
| 04 Conflict management. | 08 A practical consolidated position for the client. |

A legal network is not measured by the number of countries represented, but by its ability to provide the right expertise when required and to manage that expertise professionally.



Quality and Confidentiality

Important legal work is reviewed at a level proportionate to its complexity, value and potential effect.

We examine facts, authorities, calculations, schedules and consistency between versions and distinguish clearly between internal drafts and approved documents.

Our working controls address file naming, version management, access permissions, correspondence records and the handling of physical and electronic information.

Every engagement is subject to conflict review, and access to information is limited according to professional necessity.

Confidentiality extends beyond preventing disclosure. It also requires avoiding unnecessary circulation and ensuring that information is not used outside the purpose for which it was entrusted to the Firm.

Client confidence is earned through results and preserved through daily professional discipline.

01 REVIEW

Facts / authorities

02 VERSION

Draft / approved

03 ACCESS

Professional necessity

04 CONFIDENTIALITY

Purpose-limited use



Technology in Legal Practice

We use technology to improve organisation, information retrieval, deadline control and the accuracy of matter management, while ensuring that technology never replaces the professional judgement of a lawyer.

Our uses may include document management, legal research, deadline monitoring, correspondence organisation, registers and analysis.

Digital tools are governed by:

01 Data confidentiality.

02 Access permissions.

03 Integrity of records.

04 Human review of outputs.

05 Verification of legal and factual sources.

06 Separation of public and private information.

07 Compliance with client requirements.

Value does not arise from adopting the newest tool. It arises from selecting suitable technology and applying it within professional safeguards that protect information and improve the quality of legal service.



The Client Experience

We want every client to experience clarity from the first communication until the matter is formally concluded.

The client should know:

- 01 Who is responsible for the engagement.
- 02 What the agreed scope includes.
- 03 What information is required.
- 04 What stage the matter has reached.
- 05 Which decisions require client approval.
- 06 What risks and costs may arise.
- 07 What the next step will be.

We use understandable language and distinguish clearly between legal opinion and factual assumption, and between an available option and our recommended course.

Client experience is not an accessory to legal expertise. It is the means through which expertise becomes confidence, understanding and an enduring professional relationship.



Why Moza Al Raqmi Law Firm?

- 01** We combine legal knowledge with practical understanding.
- 02** We examine the complete context of the matter rather than an isolated question.
- 03** We build the team around the client's requirements while preserving clear responsibility.
- 04** We provide an independent professional view and explain its basis and implications.
- 05** We manage disputes without losing sight of the underlying business objective.
- 06** We protect confidentiality, review our work and document important decisions.
- 07** We understand the Omani environment while remaining equipped for international matters.

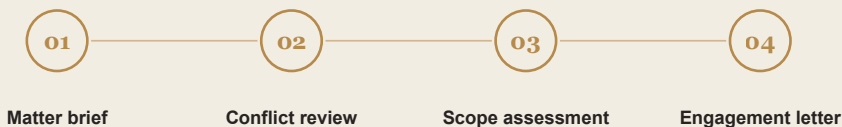
And because we believe trust is not created by a statement alone. It is earned through every deadline, document, recommendation and occasion upon which we represent the client.



Commencing an Engagement

To begin, the client should provide a brief description of the matter, the names of relevant parties, urgent deadlines and the principal available documents.

The Firm will conduct a conflict review and determine whether sufficient information has been provided to assess the proposed scope.



The engagement letter will address:

- | | |
|--------------------------------------|---|
| 01 Scope of work. | 05 Communication arrangements. |
| 02 Responsible professionals. | 06 Assumptions and exclusions. |
| 03 Deliverables. | 07 Confidentiality obligations. |
| 04 Fees and expenses. | 08 Variation or termination of the engagement. |

No binding professional work commences before the acceptance procedures and engagement terms have been completed.

This structured beginning protects both the client and the Firm and establishes a clear foundation for the professional relationship.



Our Professional Commitment

In every contract we draft, opinion we deliver, negotiation we lead and case in which we appear, we remember that the client has entrusted us with an interest deserving the highest standard of professional care.

We commit ourselves to diligence, clear communication, accurate work, confidentiality, independence of judgement and responsibility in representation.

We do not promise outcomes that no legal professional can properly guarantee.

We promise serious work, careful analysis, honest assessment and a strategy thoughtfully designed and professionally executed.

MOZA AL RAQMI LAW FIRM

TRUSTED REPRESENTATION

Legal representation that begins with understanding, is strengthened by commitment and is measured by the value it creates for the client.

MRA
Moza Al Raqmi
Law Firm
موزة الرقمية للمحاماة

MOZA AL RAQMI LAW FIRM

شركة موزة الرقمية للمحاماة



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MRA-CP-00 | 2026 - 2027

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Law Firm
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انمثلك بثقة | Trusted Representation

Omani Expertise
International Perspective
Enduring Legal Partnership

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