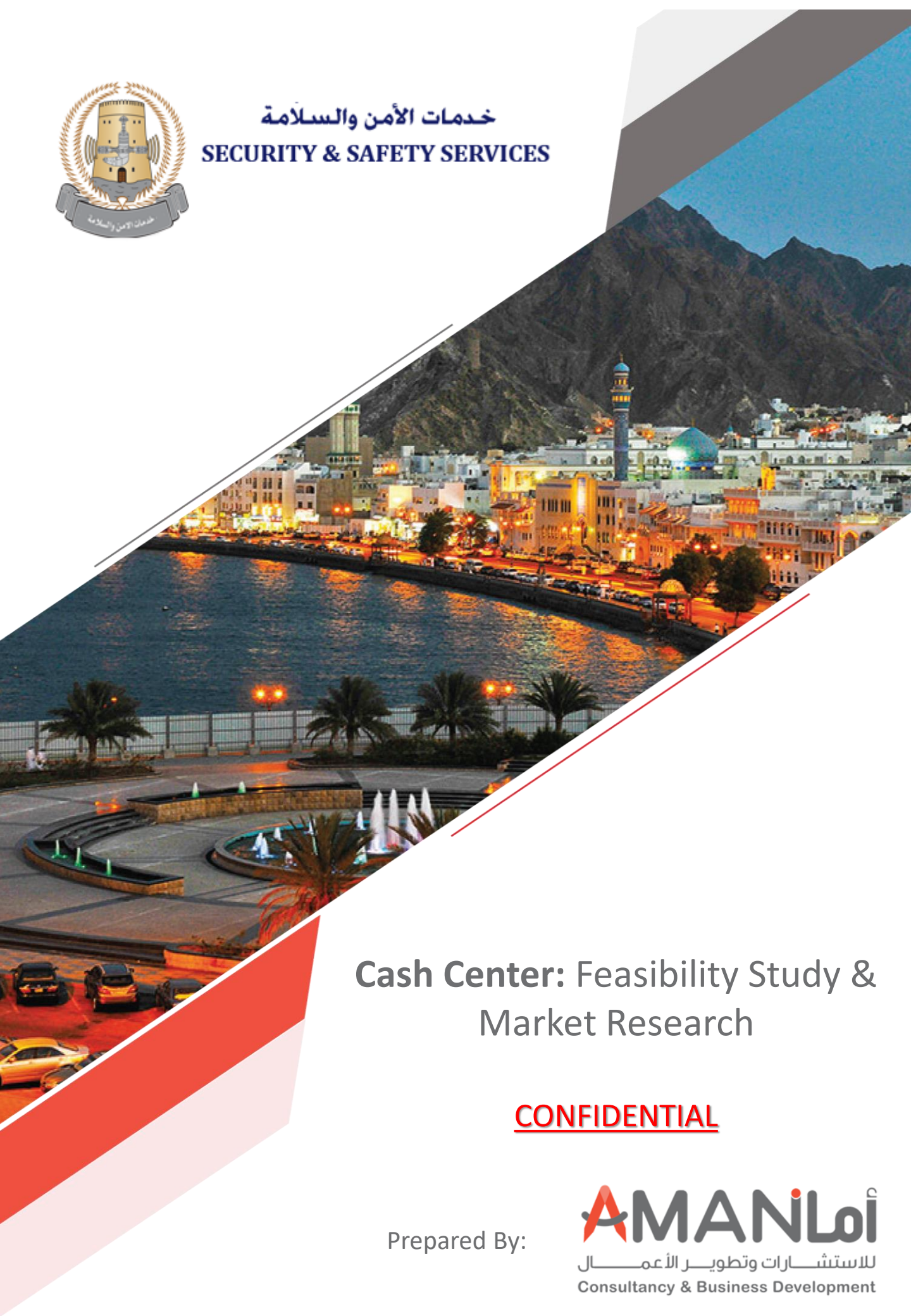




خدمات الأمن والسلامة
SECURITY & SAFETY SERVICES



Cash Center: Feasibility Study & Market Research

CONFIDENTIAL

Prepared By:

AMANi
للاستشارات وتطوير الأعمال
Consultancy & Business Development

- Introduction.....3
 - Reply to SSS
 - STATEMENT OF CONFIDENTIALITY & NON-DISCLOSURE
- Executive Summary.....6
- AMAN Profile8
- Cash Center Overview.....12
 - Cash Center Background & Objectives
- Feasibility Study & Market Research Proposal.....14
 - Feasibility Study & Market Research SoW
 - Expected Hardware/Software Requirements
- Project Deliverables & Schedule.....19
 - Feasibility Study Deliverables
 - Feasibility Study Proposed Timeline
- Commercial Offer.....22



Introduction

Subject: Perform Feasibility Study & Market Research

Dear Security & Safety Services LLC (SSS),

Thank you for the opportunity to propose our professional consultancy services to Security & Safety Services LLC (SSS) in order to perform feasibility study & market research to investigate and explore potential opportunities in Cash Center.

This proposal sets out our understanding of your requirements, our approach and the added value that we can bring. This proposal will demonstrate that we are strongly positioned to undertake this project due to our in-depth understanding of the national strategic plans, initiatives, and requirements set by SSS for the mentioned project and AMAN's ability to bring the proven expertise required for the proposed work.

We sincerely look forward to working with you on this engagement and trust you will find our proposal both comprehensive and compelling. We hope to be able to present and discuss this document with you soon and meanwhile, should you require any clarifications or information, please feel free to contact us.

Yours sincerely,

Dr. Al Fadhal Al Hinai

AMAN Consultancy & Business Development

STATEMENT OF CONFIDENTIALITY & NON-DISCLOSURE

This work was performed by AMAN Consultancy and Business Development in accordance with information provided by Security & Safety Services L.L.C. (SSS). All information contained in this proposal is provided in confidence for the sole purpose of evaluation of the proposal and shall not be published or disclosed wholly or in part to any other party without a prior permission in writing from AMAN Consultancy and Business Development and shall be held in safe custody. These obligations shall not apply to information that is published or becomes known legitimately from some source other than AMAN Consultancy and Business Development.

Executive Summary

Executive Summary

In order for the opportunity for the Cash Center to be explored further, it is proposed that an initial feasibility and market opportunity study be conducted. This study will allow for the identified opportunity to be clearly communicated and for the idea to be further developed. This will allow the primary stakeholders to have a strong foundation on the topic before moving forward with a larger more complex project. The initial feasibility and market opportunity study will focus on 5 key aspects:

1. Assessment, scoping and survey study to confirm readiness of the market and SSS to implement the project; work with customers and stakeholders to develop and evaluate alternatives and conduct the assessment of basic needs and supporting data, As-Is Analysis, To-Be Analysis, Market Research, Gap Analysis and RACI Matrix.
2. Conducting the comprehensive feasibility study including all its components as specifically mentioned in the Scope of Work.
3. Evaluations and proposing different financial models that will take current & potential customers into consideration, forecasted costs, revenue, expenses and ROI.
4. Evaluation and proposition of business models, operational models, financial models and Cash Center models
5. Identification of different revenue generating opportunities.

The study will be conducted over the course of 52 weeks by AMAN Consultancy & Business Development. After this initial study is completed, it will work as the basis for the formation of a larger project plan in order to capture the high-level potential identified during the project team's research.

Project Timeline:

- 52 Weeks

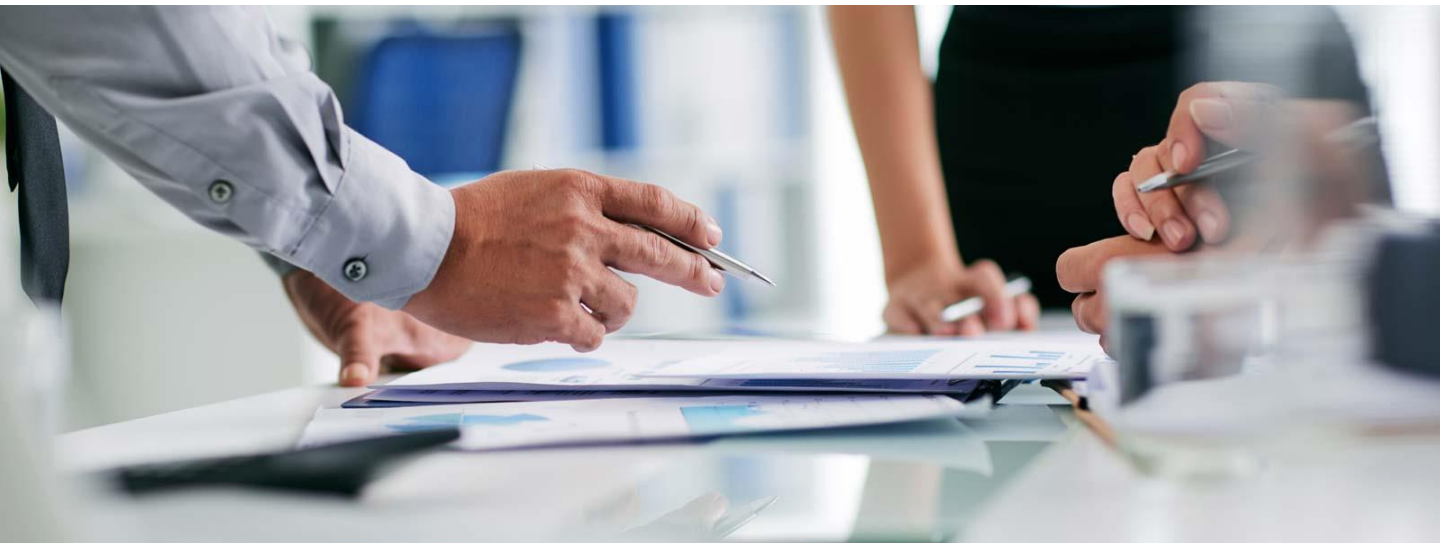
Project Deliverables:

- Stage 1: Cash Center As-Is Document, Cash in Transit As-Is Document, Infrastructure Study, Project Structure Document
- Stage 2: Cash Center To-Be Document, Benchmarking & Gap Analysis Report
- Stage 3: Comprehensive Feasibility Study, Financial and Business Model Documents, and Marketing Strategy, Operational Models And Cash Center Models Documents
- Stage 4: RFP Documents



AMAN Profile

About AMAN



AMAN is an Omani consultancy with a highly collaborative team of experts specializing in Business Consultancy and Digital Transformation. We help organizations assess, design and execute all activities associated with strategies, business processes, digitalization, automation, projects and change management.

Our Values

Our values are what guide us and are important in determining the way we work. These values are our basis for making important decisions and strategic choices.





- **Research & innovation**

AMAN's core team is made up of a number of professionals with unique research experience. AMAN has performed a number of research projects that have led to the development and creation of innovative projects and system structures to harness and capture identified opportunities within various markets.

- **Omani local market experience**

AMAN is an Omani owned company with in-depth and hands on experience in the local Omani market delivering professional consultancy services. Our awareness with Omani culture, environment, nature, constraints, resources and capabilities gives AMAN the edge to manage and execute special and complicated projects, especially those projects with national Strategic nature.

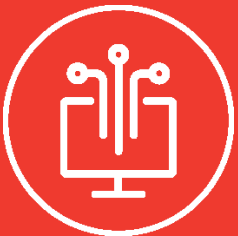


- **Strategic planning experience**

Being a promising national consultancy company, strategy development is a core business delivered by AMAN's professional experts following the Viable System Model (VSM) which focus on operational activities, governance functions and the links between the operating environment. AMAN has participated (and is currently participating) in developing a number of the national strategies such as the ICT strategy, 2040 Vision, and the initiative toward 4th IR national strategy.

- **Process and structure analysis**

AMAN is experienced with mapping company processes and identifying organizational structures. Using our advanced recording techniques we then are able to provide in depth analysis and provide suggestions related to those process and the structure that they fit within. These same techniques can also be fit specifically to provide exceptional organizational structuring services.



- **Consultation and project management experience**

The AMAN team has experience and advanced capabilities in Consultation, Project Management, Technology Transformation and Business Support. Our team has the required skills, experience, and certifications to carry out the job professionally.

Business Consultancy

Strategy Development	Aligning Strategies	Governance and Polices Development	Marketing Research & Analysis	Business Planning
Developing RFP, RFQ, RFI	Tailoring Frameworks	Feasibility Study	Manuals & Guidelines	Develop Balanced Scorecards & KPIs
SWOT Analysis	Strategy Maps	ISO adaptation	Design CoE	Change Management
Transition Plan & Implementation	Risk Analysis	PMO CoE	Project Management	Vendor Management
Project Recovery	Human Resources Outsourcing	Business Process Outsourcing	Business case & financial models	Training
Workshops				

Digital Transformation

Digital Transformation Consulting	Digital Transformation Strategy	Digital Transformation Implementation	Digital Assesment & Strategy	Customer And User Expirience
Technology And Innovation Consultancy	Infrastrucure Consulting	UI/UX Design And Ideation	Mobile, Web And Desktop App Development	Turn-key IoT System Engineering
End-to-end ML And AI Model Production	Big Data Infrastructure And Management	Re-engineering Of Legacy Products And Apps	Process Consulting	Cloud Transformation
Enterprise Application Development	Product Engineering	Quality Control & Assurance	Software Commissioning	



Cash Center Overview

Cash Center Background and Objectives

Security & Safety Services (SSS) is an Omani Company that provides various Safety and Security services to customers in the Sultanate of Oman. These services include:

- Security Guards
- Cash-in-Transit Services
- Alarm Monitoring Services
- VIP escort Services
- Maritime Escort Security and Storage Services Security Training Services

SSS has been operating Cash-in-Transit services for the past years and is looking forward to expanding its role with Central Bank of Oman (CBO) by initiating and operating a cash center with the possibility to print cash notes and operate universal ATM/CDM machines all around the country. This will create many opportunities for SSS, CBO and commercial banks by reducing operational costs and increasing efficiency.

The objectives of the project is as follows:

- Establish a cash center with cutting edge technology and security
- Ensuring the availability of cash in financial institutions and ATMs
- Control cash flow; to and from customers
- Automate the logistical process of placing bank notes in circulation
- Concentrate cash handling activities based on area/region
- Conduct operational activities such as receiving, shipping, processing, shredding and destruction of bank notes/coins

Feasibility Study & Market Research

The following activities will be performed in order to meet the stated objectives laid out in the scope of work. These activities will help form the basis of the work for the initial market opportunity study but may be adjusted or added to the project as it progresses, and as new findings/influences come into play.

1. Assessment, scoping and survey study to confirm readiness of the market and SSS to implement the project; work with customers and stakeholders to develop and evaluate alternatives and conduct the following:

- a) Assess basic needs and supporting data
- b) As-Is Analysis
 - I. Assess existing systems and workflows in the country
 - II. Conduct site survey for understanding of detailed technical architecture needs and gap analysis
 - III. Conduct site surveys to identify need for site preparation activities
- c) To-Be Analysis
 - I. Modeling the To-Be scenarios for Optimized cash center in terms of costs and service levels
- d) Market Research and Analysis
- e) Benchmarking operations and logistics of cash center organization to international standards and best practices
- f) Gap Analysis
- g) RACI Matrix

2. Feasibility Study

- a) Technical Capability: Is the organization equipped with the necessary technical resources to complete the project? What are the services that need to be outsourced to ensure project completion and success?
- b) Economic: Does the organization have the financial resources to carry out the project, and does the cost-benefit analysis justify moving forward?
- c) Legality: What are the project's legal requirements, and can the company meet them?
- d) Risk & Challenges: What are the risks & challenges involved in completing this project? Is the risk worth the company's money and time based on the expected benefits?

- a) Operational feasibility: Does the project, in its intended scope, address the organization's needs through fixing problems and/or seizing opportunities?
- b) Time: How much time would it take for completion?
- c) RACI Matrix: To showcase who is responsible for what in the project so the roles and responsibilities are clear and well understood
- d) Studying the cash center concept: covering process workflows including manual, semi-automated, and fully automated processes. Feasibility study will include and not be limited to:
 - I. Operational areas:
 - Receiving and shipping
 - Processing of banknotes and coins
 - Shredding & destruction of banknotes
 - Warehouse, vault, and intra-logistics
 - Order picking & consignment preparation
 - IT software systems for cash center management
 - II. Covering different principals for all kind of cash center implementation models including but not limited to:
 - Build-operate-transfer (BOT)
 - Build-operate-own (BOO)
 - Build-own-operate-transfer (BOOT)
 - Build-lease-transfer (BLT)
 - Design-build-finance-operate(DBFO)
 - III. Cash Center initial phase planning:
 - Initial concepts
 - Technical configuration
 - Layout design
 - Building plans
 - IV. Currency processing systems, packaging, and warehouse system
 - V. In-house solution vs outsourcing
 - VI. Modeling the To-Be scenarios for optimized cash center in terms of costs and service levels

3. Evaluating and proposing financial models for SSS such as but not limited to: subscriptions, fixed cost, pay as you go...etc. AMAN will take the following into consideration:

- a) Current & Potential Customers
- b) Forecasted costs, forecasted revenue, forecasted expenses – net revenue, ROI, project viability...etc.
- c) Capex & Opex...etc.
- d) Different Financial (revenue) Models & Justification

4. Evaluating and proposing cash center models with the Central Bank of Oman for SSS such as but not limited to:

- a) Centralized
- b) Joint Venture
- c) Partial Delegation
- d) Full Delegation

5. Evaluating and proposing business models for SSS such as but not limited to: PPP models, external investments, joint ventures or moving forward alone...etc.

6. Evaluating and proposing operational models for SSS by understanding the workflow structure that connects the involved stakeholders and creating simulation models for cash cycles and cash center networks.

7. Identification of revenue generation opportunities by various smart solutions, planning and roll out of strategy, such as but not limited to:

- a) Cash note printing center
- b) Universal ATM and CDM owner and operator
- c) FinTech Operator and provider (E-Bank)

8. Preparation of RFP documents for the identified project as per the approved project framework.

Will include and not be limited to:

- a) Cash Center vault and warehouse
- b) Core applications used
- c) Cash Center management applications
- d) Application integration with CBO, Banks and other stakeholders' platform (existing systems and planned in the future)
- e) Licenses (for software and from different agencies in Oman)
- f) Hardware, machinery, processing units and other needed equipment
- g) Civil work as per the cash center requirements
- h) Furniture
- i) Building utilities
- j) Data center
- k) Field components

Project Deliverables & Schedule

Based on the scope of work mentioned, the project will be divided into three stages with specific deliverables for each stage. These deliverables will be produced at each stage as follow:

➤ Stage 1

- Cash Center As-Is Document
- Cash in Transit As-Is Document
- Infrastructure Study
- Project Structure Document (RACI Matrix And Project Hierarchy)

➤ Stage 2

- Cash Center To-Be Document
- Benchmarking & Gap Analysis Report

➤ Stage 3

- Comprehensive Feasibility Study
- Financial and Business Model Documents
- Operational Models And Cash Center Models Documents

➤ Stage 4

- RFP Documents

Monitor & Control

Stages	Initiation	Planning	Execution	Project Closure
Duration	4 Week	4 weeks	40 Weeks	4 Week
Project Management Deliverables	<ul style="list-style-type: none">Signing ContractsProject Initiation Documents	<ul style="list-style-type: none">Project BriefProject PlanProject ScheduleProject Product Description	<ul style="list-style-type: none">MOMsProject Status updatesRFC RecordsEnd Stage Reports	<ul style="list-style-type: none">End Project Report

Execution Stages & Timeline

Stages	Deliverable	Timeline
Stage 1	<ul style="list-style-type: none">Cash Center As-Is DocumentCash in Transit As-Is DocumentInfrastructure StudyProject Structure Document (RACI Matrix And Project Hierarchy)	10 Weeks
Stage 2	<ul style="list-style-type: none">Cash Center To-Be DocumentBenchmarking & Gap Analysis Report	10 Weeks
Stage 3	<ul style="list-style-type: none">Comprehensive Feasibility StudyFinancial and Business Model DocumentsOperational Models And Cash Center Models Documents	10 Weeks
Stage 4	<ul style="list-style-type: none">RFP Documents	10 Weeks



Commercial Offer

Commercial Offer and Payments

SN	ITEM		Percentage %	Price (OMR)
1	Down payment		20%	40,000
2	Stage 1 Delivery	Cash Center As-Is Document	6%	12,000
		Cash in Transit As-Is Document	6%	12,000
		Infrastructure Study	3%	6,000
		Project Structure Document	3%	6,000
3	Stage 2 Delivery	Cash Center To-Be Document	6%	12,000
		Benchmarking & Gap Analysis Report	5%	10,000
4	Stage 3 Delivery	Comprehensive Feasibility Study	20%	40,000
		Financial and Business Model Documents	13%	26,000
		Operational Models And Cash Center Models Documents	4%	8,000
5	Stage 4 Delivery	RFP Documents	14%	28,000
Grand Total			100%	200,000
VAT (5%)			10,000 OMR	

Bank Account Details

Account Name: AMAN TEC
Bank Name: National Bank Of Oman (NBO)
Branch name: AL KHOUDH
Account number: 10580246314001
IBAN/SWIFT CODE: NBOMOMRX
Currency: OMR.
Country, Sultanate of Oman