

GASKETS AND SEALS

**MAADEN LOCALIZATION
OPPORTUNITY CARD**

GASKETS AND SEALS

OPPORTUNITY SUMMARY

Case Summary

Recurring Maintenance Demand

Static sealing products are replaced regularly across piping, pumps, and equipment during maintenance and shutdowns

Import Dependency

Products are mature and geometry-driven, with a portion of demand still met through imports, partly due to bundling practices

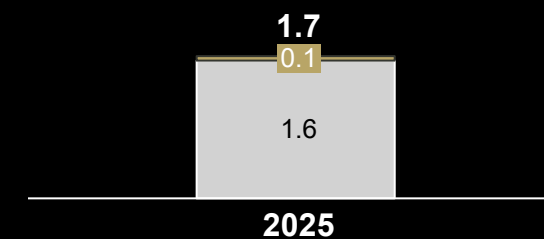
Potential Local Platform

Localization relies on simple processes and which may scale through SKU breadth and responsive site support

Maaden & Market Demand

GCC demand, Bn SAR (2025)

■ Maaden Demand ■ Rest of GCC Demand



GASKETS AND SEALS

LOCALIZATION OPPORTUNITY OVERVIEW

1

Recurring Demand Base

Static sealing products such as gaskets, labyrinth seals, packing, and ring seals are used routinely across industrial plants, with demand driven by maintenance cycles, shutdowns, and wear.

2

Import-Heavy

A large share of static sealing spend is still imported, even though these products are geometry-driven, mature, and generally do not rely on complex proprietary chemistry.

3

Localization Feasibility Considerations

Manufacturing relies on cutting, winding, machining, and basic elastomer processing, which can enable localization with limited capital expenditure and readily available equipment.

4

SKU Breadth as a Scaling Factor

Value is derived from offering thousands of SKUs across materials, sizes, and standards rather than high volumes of a single product, which can favor local, flexible producers.

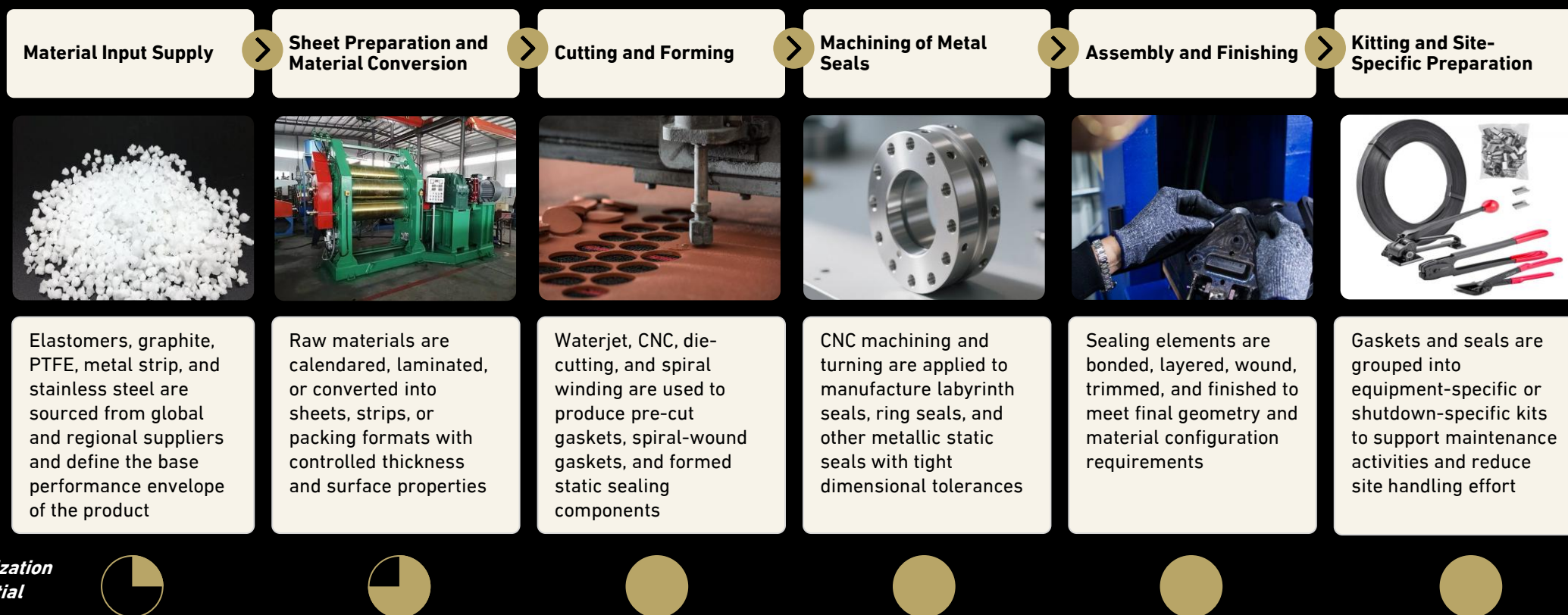
5

Platform Expansion Potential

A static sealing platform may initially focus on pre-cut gaskets and spiral-wound products and expand into packing, metal seals, and site-specific kits over time.

GASKETS AND SEALS

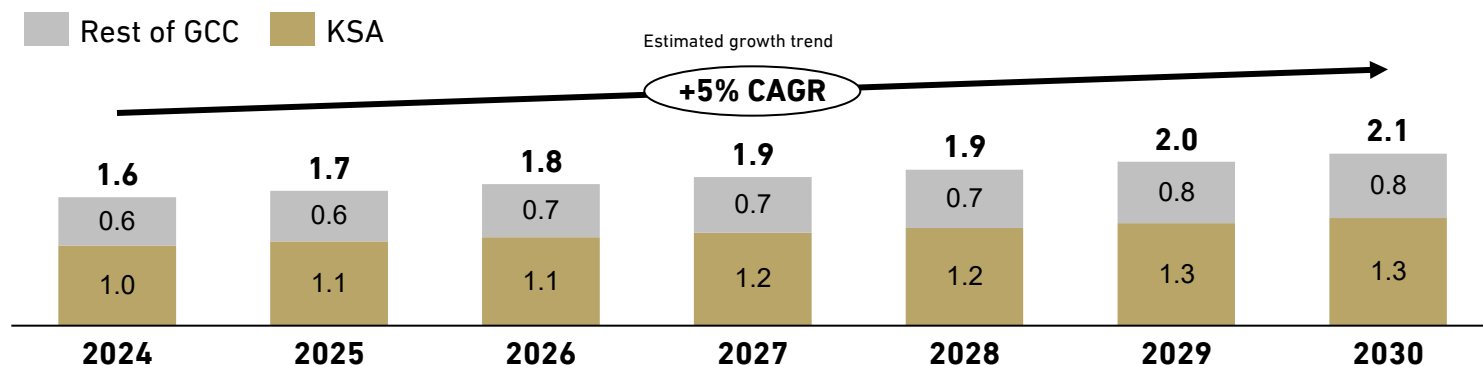
VALUE CHAIN



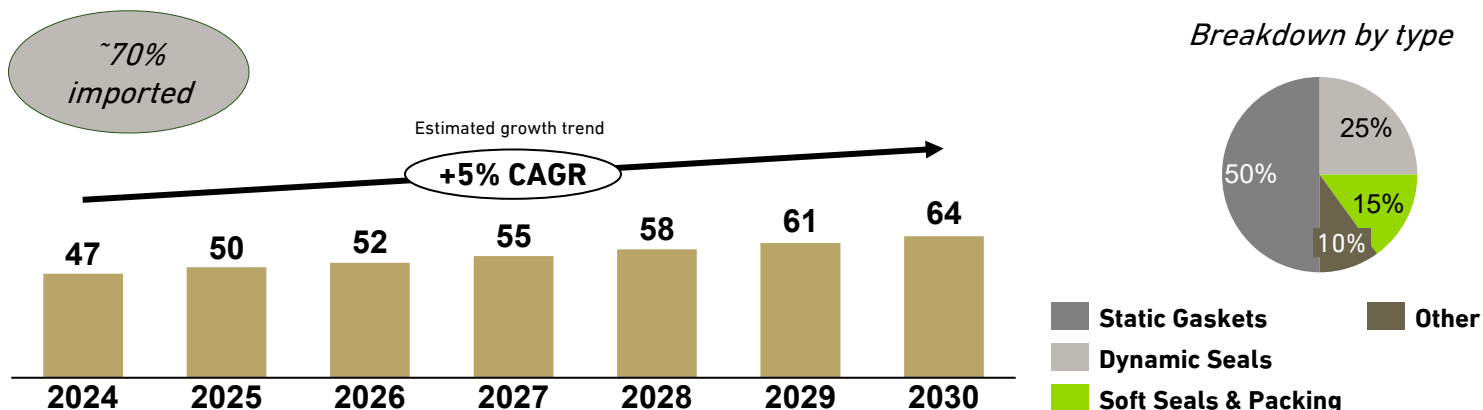
GASKETS AND SEALS

MARKET DEMAND & SUPPLY

Market Demand, Bn SAR



Maaden Demand, mn SAR



Market Trends & Demand Drivers

- 1 The static sealing market is highly fragmented, with thousands of SKUs driven by flange sizes, pressure classes, materials, and equipment-specific geometries
- 2 Demand is driven by shutdowns, turnarounds, and corrective maintenance, leading to short order cycles, irregular volumes, and preference for availability
- 3 Most gaskets and static seals are purchased against material and dimensional specifications, with limited brand stickiness once products are qualified
- 4 OEM control is strong for mechanical seals and rotating equipment interfaces, but much weaker for static sealing where alternative solutions are generally considered acceptable

GASKETS AND SEALS

The KSA ecosystem comprises six main categories, supported by key enablers

