GCC
REAL ESTATE
INDUSTRY

ALPEN CAPITAL

18TH FEBRUARY 2026

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"When I arrived in the Gulf in 1976 with just seven dollars in my pocket, I carried with me a simple conviction: that true and lasting value is built on quality, craftsmanship, and integrity. I could not have imagined then the journey that lay ahead, or that it would lead to creating not just homes but communities and a legacy. The Gulf, progressive and forward-looking, only strengthened my belief, showing me that purpose, precision, and perseverance are rewarded when vision meets opportunity.

Today, the real estate sector in the GCC stands at a pivotal juncture. Its fundamentals are strong, supported by population growth, policy stability, and the confidence of global investors.

Across the GCC real-estate landscape, the momentum is unmistakable. In 2024 GCC real estate transactions soared past US$383 billion, lifting the region's volume by around 25 % year-on-year. In the first quarter of 2025 alone, the region recorded roughly US$78.2 billion in real-estate deal value, up 20-22 % from the same period last year. The UAE led this surge with AED 239 billion (≈ US$65 billion).

Growth favours those who think holistically, embedding transparency, innovation, and uncompromising quality into every stage of development. A lifetime in real estate has shown me that overseeing every detail of creation is not just about control; it is about creating homes that inspire confidence and trust.

Technology and craftsmanship are converging, and sustainability has become a principle that guides every decision. In terms of trends, we're seeing a maturing market dynamic: institutional investment entering in greater scale, developers increasingly turning to vertical integration, smart-building tech, and sustainability credentials as differentiators. For us, this means our luxury-led, backward-integrated model is more relevant than ever: quality, delivery, and integrity are no longer optional extras, but they are imperative for the finest product."

PNC Menon

Founder

Sobha Group

"The real estate landscape of the GCC has undergone significant transformation driven by the national agendas adopted by the governments to diversify and build a resilient economy. Dubai has led this transformation, establishing itself as a global metropolis fueled by foreign ownership, massive infrastructure investments and ambitious strategies. Across the region, steady growth has been maintained owing to continued investments in world-class infrastructure, regulatory reforms and high per-capita incomes, regardless of the disruptions caused by the pandemic, ongoing geopolitical tensions and global uncertainties. Strong demographic fundamentals, including population growth, rapid urbanization, and a young workforce, are supporting demand across various segments of the real estate industry. However, dependence on government spending, supply-demand imbalances and financing constraints, are pressurizing developers to adopt innovative strategies and better align project offerings.

The region's real estate industry is also being shaped by several trends. The enforcement of green building standards has been gaining momentum, making sustainability an operational benchmark in construction rather than a voluntary goal. While governments are strengthening policy frameworks to maintain sustainable finance, green finance is evolving from a nascent concept into a pillar of real estate and infrastructure financing. Furthermore, the industry is advancing towards fully digitized real estate governance by embedding PropTech into administrative and market processes.

Investment activity has been buoyant across the region, supported by substantial M&A deals concentrated in the UAE and Saudi Arabia. Looking ahead, M&A activity is likely to remain steady as assets in major development zones reach operational maturity, providing investors with a broad base of high-quality assets and maintaining interest from both regional and international buyers."

T. M Lakshmanan

Chief Executive Officer

Alpen Capital ME Ltd.

1. Executive Summary

The GCC real estate industry has grown significantly over the years owing to the ambitious economic diversification agendas of the GCC governments coupled with consistent investments from international and regional players. An integral part of this growth story has been the emirate of Dubai, which has strategically transformed itself into one of the most coveted real estate investment destinations globally, setting a roadmap for the wider region. Factors like high disposable incomes, increasing expatriate inflows, favorable tax environment and population growth continue to be the driving force behind the expansion of the GCC's real estate industry. Despite obstructions caused by the COVID-19 pandemic, an unstable geopolitical scenario and fluctuation in oil prices, the industry has shown resilience and maintained its growth trajectory. Currently, the industry is undergoing steady and planned supply growth, supported by focused government initiatives, favourable regulatory reforms, and continued private-sector investment. The current and future pipeline reflects a more structured approach, with an emphasis on mixed-use developments, improved asset quality, and better integration of residential, commercial, and lifestyle components. Saudi Arabia and the UAE account for the largest share of upcoming real estate supply in the region, whereas the other GCC markets are witnessing a more measured but targeted supply growth.

1.1. Scope of the Report

This report provides a comprehensive assessment of the GCC real estate industry, covering the residential, commercial, hospitality, and retail segments. It evaluates the current market landscape across GCC countries, highlighting recent developments, key demand–supply trends, growth drivers, and sector-specific challenges. The report also presents a supply side outlook for the industry through 2030, supported by segment-wise analysis and profiles of selected regional real estate developers and operators, along with a concise review of key financial and market performance indicators.

1.2. Segment-wise Summary

1.2.1.Residential

The GCC residential market has remained resilient, supported by population growth, expatriate inflows, and government-led housing and investment reforms. Demand is concentrated in major cities such as Riyadh, Dubai, and Abu Dhabi, where favorable tax structures, improved access to mortgage finance, and policies encouraging homeownership and foreign investment have strengthened market depth. Supply growth has been most pronounced in Saudi Arabia and the UAE, while other markets continue to adjust to scheduled deliveries and localized oversupply. Across the region, development is gradually shifting toward master-planned, sustainable, and technology-enabled communities, reflecting a growing focus on quality and long-term livability.

Supply Side Estimates

- The GCC region's residential supply is projected to increase from 5.52 million units in 2025 to 6.43 million units by 2030. Saudi Arabia and the UAE are expected to account for the bulk of new supply.
- Saudi Arabia's residential supply is expected to grow from approximately 2.89 million units to 3.26 million units over the forecast period, led by giga projects and master planned communities in Riyadh and Jeddah that combine high density apartment developments with villa led suburban housing.

- The UAE's residential stock is projected to expand from approximately 1.08 million units to 1.47 million units, with new additions remaining selective and focused on apartment-led mixed-use developments in Dubai alongside premium villas and waterfront communities in Abu Dhabi.
- Kuwait, Qatar, and Oman will experience growth supported by public housing initiatives, premium waterfront developments, and planned mixed-use cities, while Bahrain's supply growth is expected to be measured.

1.2.2.Commercial

Commercial real estate growth in the GCC has been driven by economic diversification, multinational relocations, and large-scale infrastructure investment. Demand has increasingly favored Grade A, well-located, and ESG-compliant assets, particularly in Riyadh, Dubai, and Abu Dhabi, where policy initiatives and business-friendly reforms have tightened prime supply and supported rental growth. In contrast, Qatar, Bahrain, and Oman continue to face selective absorption amid legacy oversupplies. Overall, occupier preferences for flexible layouts, sustainability, and transit-oriented locations are reshaping both investment decisions and future supply pipelines across the region.

Supply Side Estimates

- The commercial office supply across the GCC is slated to expand from 33.3 million sqm in 2025 to 41.0 million sqm by 2030. Saudi Arabia and the UAE are expected to deliver over 65% of the new supply, reflecting sustained demand for Grade A offices and flexible workspaces.
- In Saudi Arabia, commercial office supply is expected to increase from approximately 7.0 million sqm to 12.4 million sqm between 2025 and 2030, with additions concentrated in Riyadh led developments such as New Murabba and KAFD, alongside selective supply in Jeddah through projects such as Jeddah Gate.
- In the UAE, office stock is projected to expand moderately from approximately 14.1 million sqm to 15.1 million sqm over the same period, with a focus on premium, sustainable, and lifestyle focused office districts, while other GCC markets add supply at a controlled pace through smart, mixed use business hubs.

1.2.3. Hospitality

Hospitality real estate has become a core component of the GCC's diversification strategies, supported by rising international arrivals, expanded aviation capacity, mega events and destination-led developments. After a strong post-pandemic recovery, supply growth is now led by integrated resorts, mixed-use projects, and institutional investment. Saudi Arabia and the UAE continue to drive new supply, while Qatar, Oman, and Bahrain focus on niche segments such as MICE, leisure, sports and cultural tourism. The sector is demonstrating a structural shift towards more stable, yield-generating formats, marked by better occupancy, higher room rates, and the expansion of serviced apartments.

Supply Side Estimates

- The GCC hotel room supply is estimated to rise from 345,400 rooms in 2025 to 420,400 rooms by 2030. Saudi Arabia will remain the fastest growing market, driven by Vision 2030 targets and upcoming global events such as Expo 2030 and the FIFA World Cup 2034.

- In Saudi Arabia, hotel room supply is expected to increase from approximately 54,000 rooms in 2025 to 68,700 rooms by 2030. In contrast, the UAE's growth is expected to be more selective, with room inventory expanding from approximately 191,300 rooms to 218,600 rooms over the same period, reflecting a mature market with a strong focus on luxury and upscale hotels.
- Collectively, Oman, Kuwait, Qatar, and Bahrain are expected to add steady capacity, with total hotel room supply across these markets estimated to rise from approximately 100,100 rooms in 2025 to 133,100 rooms by 2030.

1.2.4.Retail

The GCC retail sector has transitioned from rapid expansion to more selective, experience-led growth. This recovery is spearheaded by prime malls in Saudi Arabia and the UAE, benefiting from robust consumer spending, strong tourism, and constrained high-quality supply. Across the region, developers and landlords are prioritizing entertainment, dining, and lifestyle concepts to boost footfall and counter e-commerce pressures. Consequently, while flagship assets continue to perform well, older and secondary centers face increasing pressure to reposition, underscoring a broader shift toward quality-driven and demand-aligned retail development.

Supply Side Estimates

- The GCC's retail Gross Leasable Area GLA is set for tangible expansion, rising from 21.3 million sqm in 2025 to 24.5 million sqm by 2030.
- Saudi Arabia's retail GLA is expected to increase by ~1.0 million sqm to 9.3 million sqm by 2030, supported by large-scale mixed-use destinations that integrate retail with entertainment, culture, and food and beverage, with key projects including Diriyah Gate, Jeddah Central, and Riyadh Front.
- The UAE's retail stock is also projected to expand by ~1.0 million sqm to reach 9.2 million sqm over the same period, with growth primarily driven by expansions and upgrades of flagship malls and selective mixed-use developments.
- Kuwait and Qatar are expected to record relatively faster retail growth supported by destination led malls, while Bahrain and Oman will witness steady, community focused retail additions.

1.3. Growth Drivers

- Real estate growth across the GCC is structurally supported by economic diversification, as governments reduce reliance on hydrocarbons and position property development as a strategic pillar of non-oil growth.
- Consistent economic growth, rise in the expatriate population, and influx of high-net-worth individuals, especially post-pandemic, are facilitating the flow of FDIs in the sector, driving large-scale development.
- Strong demographic fundamentals, including population growth, rapid urbanisation, and a young workforce, are supporting demand for residential, commercial, and mixed-use developments. High per-capita income and spending levels across the GCC economies are also influencing affordability and demand across the real estate segments.
- Large-scale infrastructure investment in transport, logistics, and urban systems is unlocking new development corridors and improving the viability of real estate assets across segments.

- Expanding tourism, supported by mega-events, improved air connectivity, and national tourism strategies, is reinforcing demand for hospitality, retail, and short-term residential assets.
- Regulatory reforms such as foreign ownership, mortgage incentives, REIT frameworks, and land-release policies are enhancing market transparency, liquidity, and investor confidence. For example, the UAE has successfully positioned itself as an increasingly attractive investment opportunity for investors.

1.4. Challenges

- Real estate development across the GCC remains closely linked to public spending and government-led mega-projects, making supply pipelines sensitive to oil price movements and fiscal cycles.
- Rapid supply additions in certain markets and segments are creating emerging supply–demand imbalances, with risks of localized oversupply and pressure on prices and rents.
- Elevated interest rates and higher costs of capital are increasing financing pressures for developers, affecting project feasibility and encouraging phased execution strategies.
- Climate-related risks, particularly in coastal cities, are increasing exposure to flooding and extreme heat, contributing to rising insurance costs and greater scrutiny of asset resilience.

1.5. Trends

- Sustainability requirements are becoming standard across the GCC, with green building codes, inspections, and certification frameworks embedded into development approvals and construction practices.
- Green finance is gaining momentum, as developers and investors increasingly access capital through green bonds, sukuk, and sustainability-linked financing structures.
- Market activity is showing a clear flight to quality, with demand concentrating around premium residential assets and Grade A commercial space offering strong locations and ESG credentials.
- Digital transformation is accelerating through PropTech adoption, blockchain-enabled land registries, and the early rollout of property tokenization frameworks, improving transparency and market access.

Investment activity across the GCC real estate sector continues to follow the region's economic diversification programs, large development pipelines, and ongoing regulatory changes. There has been a healthy deal flow across segments, with Saudi Arabia and the UAE accounting for a significant share of new projects and transactions. Market activity is largely driven by master-planned communities, destination-led developments, and completed income-generating assets in major cities. Across the wider GCC, investment remains project-led and selective, reflecting a more structured approach to capital deployment in line with long-term urban development plans.

2. GCC Residential Real Estate Overview

A Resilient Growth Story

The GCC residential real estate market has demonstrated resilience and growth despite the disruptions caused by the COVID-19 pandemic, fluctuations in global oil prices, and inflationary pressures. Its growth has been driven by strong demand from both local citizens and expatriates, coupled with favorable tax environment[1], rapid urbanization, and national economic diversification strategies.[2] Proactive government policies in Saudi Arabia, the UAE, and Qatar aimed at increasing homeownership and attracting foreign investment, has supported the market mature and expand. This is reflected in the steady growth of the total housing stock across the GCC from 5.1 million units in 2019 to 5.8 million in 2024, recording a CAGR of 2.9% (see exhibit 2.1).

Driving Forces: Demand Dynamics and Infrastructure Investment

The accelerated formation of new households among the younger demographics, particularly in metropolises such as Riyadh, Jeddah, and Dubai, has created a resilient base for housing demand

Evolving demand patterns have primarily driven growth of the GCC residential real estate market. The accelerated formation of new households among the younger demographics, particularly in metropolises such as Riyadh, Jeddah, and Dubai, has created a resilient base for housing demand.[3] Smaller family sizes and the rise in single-person households are also driving demand for more affordable, compact, and centrally located housing. In addition, surging expatriate population and growing interest from foreign buyers is broadening the customer base.[4] A 2025 Knight Frank survey underscored this trend where 77% of Expatriate respondents indicated an intention to buy a property in Saudi Arabia reflecting growing confidence in long-term regional prospects.[5] In UAE, particularly in Dubai and Abu Dhabi, buyers are increasingly drawn to off-plan communities with flexible payment plans and premium lifestyle amenities. In contrast, middle-income housing continues to dominate demand in Saudi cities such as Riyadh and Dammam. Meanwhile, Qatar's market has seen a notable transition. Following the boost in new supply for the FIFA World Cup, the luxury sector has experienced limited demand, causing the market to rebalance toward more affordable housing.[6]

Beyond fundamental demand drivers, the growth trajectory of the GCC real estate sector has been significantly supported by strong capital inflows, backed by stable economies, fixed currency exchange rates, attractive rental yields, and major infrastructure improvements.[7] Transformative projects such as the metro systems in Dubai[8] and Riyadh[9] are not only improving regional connectivity but also unlocking previously underserved residential areas. Concurrently, governments across the GCC are actively modernizing regulatory frameworks to facilitate and sustain growth. In Saudi Arabia, initiatives like Sakani, which helped raise the national homeownership rate in the Kingdom to 64% by 2023,[10]. Concurrently, the Kingdom's housing stock has been substantially augmented by large-scale residential projects spearheaded by prominent private developers, thereby addressing the needs of first-time homebuyers.[11] This has been complemented by reforms under Ejar and off-plan licensing that have strengthened

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[1] Source: "GCC Property Wealth Report 2025", Omnia Capital Group
[2] Source: "Saudi Arabia Residential Real Estate Outlook 2025", A Continental Market Report
[3] Source: "Real Estate Digest", S&P Global, 18 November 2024
[4] Source: "The Gulf Residential Market 2024", Sakan
[5] Source: "Saudi Arabia Report 2025", Knight Frank
[6] Source: "Qatar's Affordable Housing Strained as Expat Population Surges", Realty+, 3 July 2025
[7] Source: "Why the GCC is Becoming a Global Magnet for Capital Investment", Gulf Equity Partners, 4 April 2024
[8] Source: "The Dubai Metro Report 2023", CBRE
[9] Source: "How Riyadh Metro is redrawing the city's real estate map", Arab News, 4 April 2025
[10] Source: "Annual Report of the Housing Program 2023", Ministry of municipalities and housing, Saudi Arabia
[11] Source: "Saudi is becoming a nation of homeowners, with over 2.2 million residents living in ROSHN communities by 2030", Zawya, 9 June 2023

transparency and investor trust. The UAE's Golden Visa program and expanded freehold zones are drawing long-term expatriate investment.[12] Meanwhile, Bahrain's Real Estate Regulatory Authority (RERA) has streamlined approvals, and Oman and Qatar have relaxed foreign ownership rules, making it easier for international buyers to enter the market.

Embracing Innovation and Sustainability for Future Growth

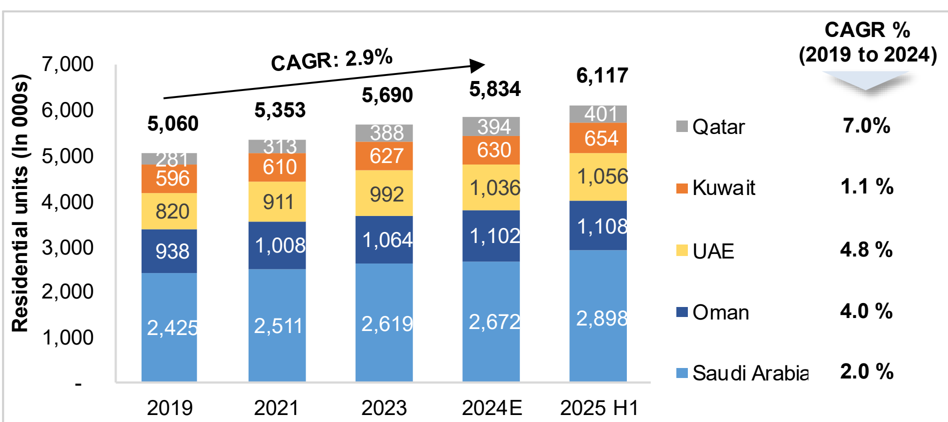
Developers in Abu Dhabi and Riyadh are incorporating smart infrastructure, solar energy, and eco-friendly building standards in their projects

The region is also witnessing a strong push toward sustainable and technology-driven housing. Projects like The Sustainable City in Sharjah[13] and NEOM's[14] zero-carbon developments highlight a growing focus on green and energy-efficient living. Developers in Abu Dhabi and Riyadh are incorporating smart infrastructure, solar energy, and eco-friendly building standards in their projects. Simultaneously, the adoption of new technologies, ranging from virtual property tours and AI-enabled leasing tools to modular construction and offsite fabrication, is transforming how homes are designed, built, and sold.[15] These innovations are accelerating project delivery, reducing development costs, and enabling the creation of more resilient, sustainable communities. Collectively, these transformative shifts underscore the GCC housing market's evolution, not merely in terms of scale but crucially in its quality, innovative capacity, and future-readiness.

2.1. GCC Residential Real Estate Supply

Governments across member states have been instrumental in driving the growth of the residential real estate market through strategic programs aimed at enhancing homeownership and fostering the development of modern, sustainable communities. However, growth patterns have varied across countries, shaped by differences in economic size, demographics, and national development strategies. While Saudi Arabia holds the largest share of the regional housing stock, the UAE has also distinguished itself as the one of the fastest-growing markets in the region, largely attributable to strong foreign investment inflows and dynamic private sector engagement.

Exhibit 2.1: GCC Residential Real Estate Supply (in '000 units)



Source: Knight Frank, JLL, Qatar National Planning Council Census, Cavendish Maxwell, Alpen Capital

Note: Saudi Arabia includes figures for Riyadh, Jeddah and Dammam, UAE includes figures for Dubai and Abu Dhabi
Bahrain is not included due to limited data availability

[12] Source: "The UAE Golden Visa driving foreign investment in Dubai", Zawya, 18 August 2022
[13] Source: "Sharjah Sustainable City: Green living", ME Construction News, 10 June 2021
[14] Source: "NEOM: Understanding Saudi Arabia's Visionary Project", Middle East Briefing, 27 February 2025
[15] Source: "How Gulf Real Estate is Evolving with AI-Driven Digital Twins", Chameleon interactive, 4 February 2025

Saudi Arabia and UAE lead the growth amid vision and investors driven development

National initiatives, notably the Sakani housing program and increasing private sector participation have further accelerated housing delivery across major cities in Saudi Arabia

Saudi Arabia accounted for nearly 51% of the total residential stock in the GCC as of 2024, this prominence is not only driven by its large population base but also the strategic imperative of Vision 2030, which prioritizes housing development to meet demand and boost homeownership.[16] Between 2019 to 2024, the Kingdom's housing stock grew at a CAGR of 2.0% (see exhibit 2.1), supported by large-scale projects such as NEOM, Diriyah Gate, and Jeddah Central. Riyadh has experienced significant suburban growth, with developments like Al-Fursan and Khuzam[17] expanding the city's housing stock to 1.6 million units in 2024, growing at a CAGR of 2.3% during 2019-24. Jeddah has also seen incremental supply growth, with housing stock rising from 850,000 to 905,000 units at a 1.3% CAGR over the same period. Furthermore, national initiatives, notably the Sakani housing program and increasing private sector participation have further accelerated housing delivery across major cities in Saudi Arabia.[18] The UAE has recorded a faster pace in growth of residential supply with a CAGR of 4.8% between 2019 to 2024, albeit from a lower initial base. Dubai remains the country's primary residential hub, benefiting from strong international investment and an active off-plan market.[19] The city's housing stock expanded from 556,000 units in 2019 to 752,000 units in 2024 (6.2% CAGR).[20] This growth has been supported by master-planned communities, high-rise developments, and major infrastructure upgrades designed for a diverse resident base, particularly expatriates. Abu Dhabi's residential sector recorded more moderate growth, with housing stock increasing from 264,000 units to 284,000 units (1.5% CAGR)[21]. This growth has been underpinned by targeted government initiatives, including the Value Housing Programme[22] and Abu Dhabi Investment Office's public-private partnership framework, which collectively aims to foster the development of sustainable, family-oriented communities in alignment with the Emirate's long-term urban strategies.[23]

In 2025H1, Saudi Arabia led incremental supply growth with residential stock reaching about 2.90 million units and contributing over half of new additions across the GCC. Riyadh remained the key driver, supported by master-planned communities and giga-projects, while Jeddah and Dammam saw steady gains from urban regeneration and mid-market demand. The delivery pace increasingly reflects execution-led growth, underpinned by government funding, stronger developer capacity, and rising mortgage penetration. The UAE emerged as the second-largest contributor, with residential stock rising to roughly 1.06 million units in 2025H1. Dubai dominated additions, driven by a strong off-plan market and foreign investor demand, while Abu Dhabi recorded more measured growth focused on integrated communities. Overall, UAE supply expansion remained market-led, supported by healthy absorption and investor confidence.

Other GCC Markets show varied supply trends

Qatar's residential market showed subdued momentum after the FIFA World Cup 2022 however still maintained the highest growth rates in the region

Qatar's residential market showed subdued momentum after the FIFA World Cup 2022 however still maintained the highest growth rates in the region. From 2019 to 2024, approximately 110,000 new units were added, resulting in a CAGR of 7.0% (see exhibit 2.1). This growth aligns with the Qatar National Vision 2030's focus on long-term urbanization and diversification. Lusail City has

[16] Source: "Transforming the Housing Sector in Saudi Arabia", Pwc
[17] Source: "Saudi Arabia's National Housing Company announces Al-Fursan Suburb project", Gulf Business
[18] Source: "Public initiatives support Saudi Arabia's housing market", Oxford Business Group
[19] Source: "Dubai's prime residential market showing no signs of slowing down", Consultancy-me
[20] Source: "The UAE Real Estate Market (2019 to 2024)", JLL
[21] Source: "The UAE Real Estate Market (2019 to 2024)", JLL
[22] Source: "Abu Dhabi launches affordable housing development as demand soars", The National, 17 March 2025
[23] Source: "Abu Dhabi Residential Sector Achieves Record Growth in 2023", Savills

emerged as a major residential and mixed-use hub, supported by extensive infrastructure investments.[24] Large master planned apartment projects to the south of Doha and in Al Wakra, including Madinatna and Al Janoub Gardens, have increased supply significantly, with a balanced mix of villas and apartments adapting to demand shifts.[25] Meanwhile, Oman's residential supply, has grown steadily in line with Vision 2040 and rising domestic demand. Between 2019 and 2024, housing stock increased from 0.9 million to 1.1 million units (4.0% CAGR). In 2024 alone, approximately 38,000 new units were added, with Muscat accounting for the bulk of this growth. Developments like Al Mouj Muscat and Muscat Bay reflect a growing trend towards integrated master-planned communities.[26] The housing typology remains dominated by low- to mid-rise developments, with villas common in suburban areas and apartments gaining traction in urban cores.[27] Government initiatives, including long-term residency permits for property owners, have supported demand, although at a smaller scale than in markets such as the UAE and Saudi Arabia.[28]

Kuwait's residential market grew at a slower pace, adding approximately 34,000 units between 2019 and 2024

Conversely, Kuwait's residential market grew at a slower pace, adding approximately 34,000 units between 2019 and 2024 to increase its housing stock from 596,000 to 630,000 units, a CAGR of 1.1%. Growth has been largely driven by large-scale government housing projects such as Al-Mutlaa City and South Saad Al-Abdullah City, which aim to deliver modern urban communities for Kuwait's growing population.[29] In 2024, the active pipeline remained limited at around 3,000 units, with most new supply concentrated around Kuwait City and coastal suburbs.[30] In Bahrain, government initiatives have significantly shaped the residential market, aiming to alleviate housing shortages and support population growth. Major public housing projects like East Sitra City and East Hidd City have been central to this. Complementary efforts including the Real Estate Regulatory Authority (RERA)'s role in simplifying approvals and enhancing transparency, have encouraged private sector involvement. While these steps encouraged residential development, the segment saw an oversupply, particularly in mid-range and expatriate-focused areas, resulting in demand stagnation.[31]

Among smaller GCC markets, Qatar recorded one of the highest percentage increases, with continued unit additions in Lusail and peripheral districts of Doha, indicating a gradual normalization of supply following the post-World Cup slowdown. Kuwait's residential stock also edged higher, largely through government-led housing projects, although the private development pipeline remained limited, constraining the pace of expansion. Oman's growth stayed steady but moderate, with Muscat continuing to account for the bulk of new supply, reflecting stable end-user demand rather than speculative development. Overall, 2025H1 reinforces a bifurcated GCC residential supply landscape, where Saudi Arabia and the UAE collectively drive absolute growth volumes, while smaller markets contribute selectively through targeted, policy-aligned developments. The period marks a continuation of structurally supported expansion rather than cyclical oversupply, particularly in markets with strong execution capability and demand depth.

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[24] Source: "Qatar: Lusail's $250 Billion Development Pipeline Set to Transform City", Ifp info, 26 February 2025
[25] Source: "Q2 real estate market review", Cushman & Wakefield
[26] Source: "Oman Real Estate Market Performance 2024 and Future Outlook", Cavendish Maxwell
[27] Source: "Oman Residential Real Estate Industry Market's Decade-Long Growth Trends and Future Projections 2025-2033", MRA
[28] Source: "Oman's Investor Residency Program: Requirements, Costs, and Renewal: All You Need to Know", Mirabello
[29] Source: "Kuwait reports notable progress on housing projects in key areas", Kuwait Times, 10 July 2025
[30] Source: "GCC Property Wealth Report 2025", Omnia Capital Group
[31] Source: "Bahrain's real estate market under pressure due to rising supply and stagnant demand?", Construction Week Property, 7 August 2024
[31] Source: "Extra supply casts big shadow over Bahrain's real estate sector", AGBI, 20 June 2024

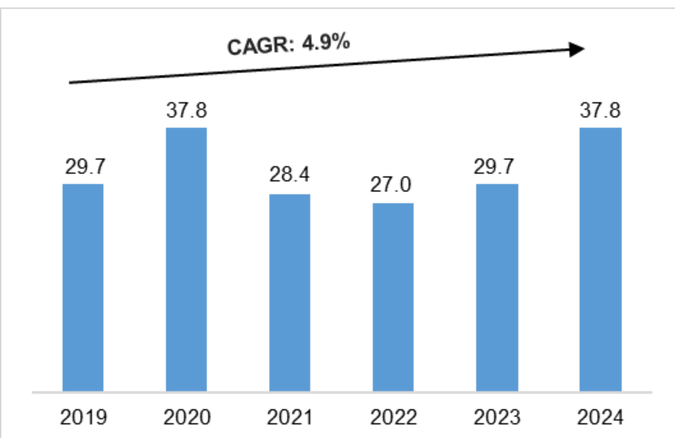
Transaction Value Trends in the region

Saudi Arabia and Dubai have been at the forefront, supported by major urban development plans, Vision 2030 projects, and increasing foreign investment

The GCC real estate market has seen steady growth and change over the past five years, with strong activity in key regions and stable trends in others. Saudi Arabia and Dubai have been at the forefront, supported by major urban development plans, Vision 2030 projects, and increasing foreign investment. Other markets are showing balanced activity as new policies take effect and supply adjusts to demand. Overall, the region is seeing healthy interest across segments, with prime locations and off-plan projects continuing to draw strong attention from buyers and investors.

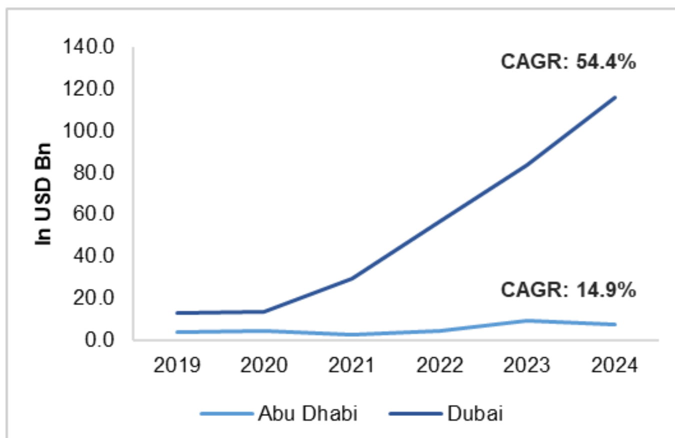
In Saudi Arabia, transaction values increased from USD 29.7 billion to USD 37.8 billion between 2019 to 2024 (4.9% CAGR) (see exhibit 2.2). Riyadh led this growth, with an impressive USD 7 billion worth of deals recorded in the 12 months leading to Q2 2024. Large-scale urban expansion projects and Vision 2030 initiatives continue to drive market activity in the Kingdom's major cities.[32]

Exhibit 2.2: Real Estate Transaction in Saudi Arabia in USD Bn



`Source: Knight Frank

Exhibit 2.3: Real Estate Transaction in Major cities UAE (Dubai and Abu Dhabi) in USD Bn



Source: Knight Frank

Dubai has also set new records, with total transaction values soaring from USD 14 billion in 2019 to an unparalleled USD 115 billion in 2024

Dubai has also set new records, with total transaction values soaring from USD 14 billion in 2019 to an unparalleled USD 115 billion in 2024 (52.3% CAGR) (see exhibit 2.3). This growth was fueled by robust economic recovery, a growing population, and investor-friendly government policies, including long-term visas and 100% foreign ownership, solidifying its status as a global real estate magnet, particularly for off-plan and luxury assets. The high level of residential transactions in Dubai were mainly due to strong interest from wealthy international buyers, especially High Net Worth Individuals (HNWIs), who are increasingly looking to invest in luxury properties such as villas and branded residences. This rising demand for high-end properties has pushed prices higher and created a shortage of supply, as there are fewer new listings available in this segment. In fact, the availability of ultra-luxury homes (priced above USD 10 million)[33] has plummeted by 40% to 85% year-on-year in 2024, adding further pressure on prices. At the same time, the market is experiencing exceptional absorption levels, as more than 70% of the units launched since 2022 have already been sold, and in some of the most popular neighborhoods, this figure is even higher, crossing 80%.[34] This robust sales velocity continuously

[32] Source: "Saudi Arabia Residential Real Estate Market Report 2024", CBRE
[33] Source: "Dubai residential prices surge by 19% in 2024 amid rising demand", Knight Frank
[34] Source: "Transaction volumes continue to soar and reach new records", CBRE

limits available inventory. Furthermore, supportive government initiatives, such as the 2021 relaxation of foreign ownership restrictions and the introduction of the Golden Visa, have significantly enhanced Dubai's appeal as a long-term investment destination for international property buyers. In contrast, Abu Dhabi recorded USD 7.6 billion in transaction value in 2024, a 26% year-on-year decline from 2023 to 2024. This decline is attributed to a fall in off sales transactions due to fewer new off-plan project launches.[35]

In Q3 2024, Qatar's residential market experienced a softening, with transaction volumes falling 15% year-on-year. This was largely due to an oversupply in the luxury housing segment following the World Cup, though specific areas like The Pearl and Al Qassar demonstrated resilience with an 18% appreciation in property values.[36]

Kuwait on the other hand, witnessed a 7.3% year-on-year fall in private housing sales reaching USD 1.1 billion by Q2 2024.[37] A significant factor contributing to this decline was the rise in the Central Bank's discount rate, which made investing in income-generating residential properties less economically viable and increased construction financing costs, especially as labor wages continued to climb.[38] Bahrain's market maintained its stability, supported by consistent mid-scale demand.

In 2025, the broader GCC real estate market is expected to show continued resilience, with demand remaining strong across major cities and price appreciation expected to persist in prime locations, supported by tighter supply pipelines and sustained activity from regional and international investors.[39] Saudi Arabia and the UAE are expected to remain the primary growth engines this year, driven by large-scale development programs, improving regulatory frameworks, and steady foreign investor inflows that continue to reinforce momentum in both residential and commercial segments.[40]

Investor Interest and Policy Support Fuel Off-Plan Market Growth

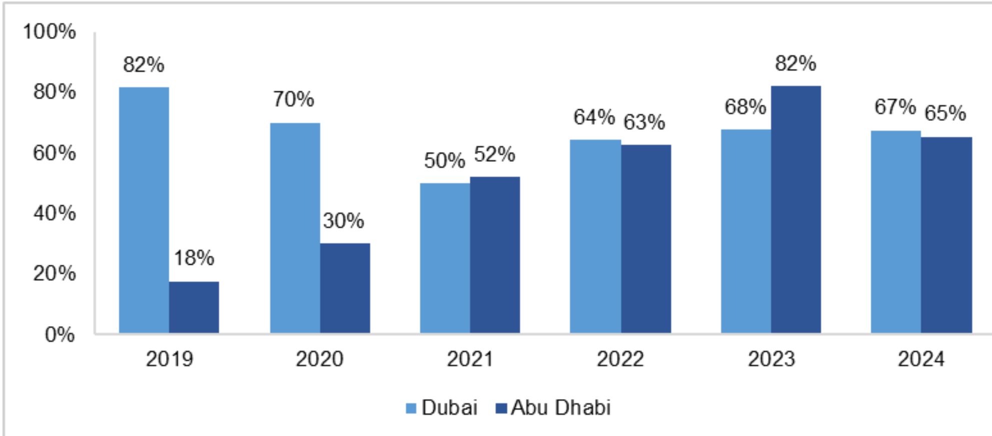
Off-plan residential sales have emerged as a defining trend in the GCC housing market, signaling a potent blend of rising investor appetite for early-stage opportunities and enabling policy environments

Off-plan residential sales have emerged as a defining trend in the GCC housing market, signaling a potent blend of rising investor appetite for early-stage opportunities and enabling policy environments. This pivotal shift, fueled by proactive government reforms and the widespread adoption of flexible payment plans, has significantly lowered investment barriers and optimized buyer cash flow. The UAE, especially Dubai, exhibits a similar trend, with off-plan deals accounting for 67% of 2024 property transactions (see exhibit 2.4). This was driven by developer incentives like post-handover payment plans and targeted offerings for international investors. High-demand areas such as Downtown Dubai and Dubai Hills have fueled strong demand for luxury villas and branded residences. Additionally, developers are increasingly offering attractive payment structures, including extended post-handover schemes, making off-plan units more accessible to a wider range of buyers.[41] Abu Dhabi also saw nearly 65% off-plan sales, affirming strong buyer interest in premium locations like Saadiyat Island and Yas Island. Since 2019, although Dubai's share of off-plan transactions has seen a slight adjustment, the market remains appealing to investors, supported by steady capital appreciation and flexible payment plans. This shift reflects a maturing market, where buyers are becoming more selective

[35] Source: "Abu Dhabi residential market performance 2024", Cavendish Maxwell
[36] Source: "Qatar: Affordable housing demand surges amid rising expat influx", Zawya, 20 June 2025
[37] Source: "KFH local real estate market Q3 2024", Kuwait Finance Housing
[38] Source: "Kuwait's residential real estate market faces a decline" Zawya, 16 April 2024
[39] Source: "GCC property market set to extend rally in 2025: Markaz" Arab News, 18 August 2025
[40] Source: "Saudi real estate market transforms on back of government projects, policy reforms" Arab News, 12 November 2025
[41] Source: "Bayut's Dubai Off-plan Market Report 2024", Bayut

and focused on quality offerings. At the same time, Abu Dhabi's off-plan segment has gained momentum, backed by improved investor confidence and a more stable regulatory environment.[42]

Exhibit 2.4: Percentage share of off sales plan in total residential transactions (2019 to 2024)



Source: Knight Frank, Cavendish Maxwell, Quanta

In Saudi Arabia, a remarkable 60% average annual growth in off-plan transactions (2019-2024) , driven by government programs and regulatory support, culminated in over 200 licenses for 104,000+ units in 2024

In Saudi Arabia, a remarkable 60% average annual growth in off-plan transactions (2019-2024)[43], driven by government programs and regulatory support, culminated in over 200 licenses for 104,000+ units in 2024. Cities such as Riyadh, Jeddah, and Dammam have become key growth hubs.[44] Over the past 15 years, more than 390 off-plan projects have been licensed in Saudi Arabia, encompassing nearly 241,000 units and amounting to SAR 352 billion in value, underscoring the scale of this market segment.[45] In May 2025, REGA (Real Estate General Authority) introduced a new procedural guide with 55 detailed steps governing licensing, escrow, marketing, and refund rules to further strengthen transparency and buyer protection.[46]

Beyond Saudi Arabia, positive momentum is also evident region wide. For instance, in Bahrain, off-plan activity surged 82% year-on-year in Q2 2024,[47] driven by demand for mid- to high-end apartments in foreign investment zones like Seef and Juffair. Oman also recorded gains in off-plan sales, particularly in Muscat's Integrated Tourism Complexes, supported by recent legal changes in 2025 easing foreign ownership restrictions.

In 2025 the broader GCC real-estate market continues to gather momentum, with the UAE recording USD 41.85 billion in property transactions in Q2 alone — a year-on-year increase of 44.5%, largely driven by off-plan sales.[48] Similarly, Saudi Arabia and other GCC states are expected to sustain growth through H2 2025, supported by rising investor demand, lower interest rates, and policy-backed supply constraints in prime locations.[49]

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[42] Source: "Dubai vs. Abu Dhabi Property Market: Where Should You Invest in 2025?", estate

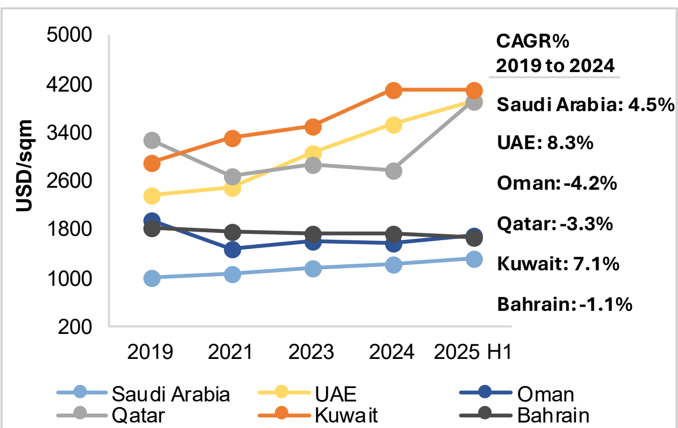
[43] Source: "Off-plan property sales, lease rise 60% in 5 years: REGA", Argaam, 25 March 2025
[44] Source: "REGA issues 33 off-plan sales licenses in Q1 2024 for 13,907 units", Argaam, 27 April 2024
[45] Source: "Saudi Real Estate Authority Issues New Licenses for Off-Plan Projects", Invest Gate, 6 June 2024
[46] Source: "Saudi Arabia rolls out new guidelines for off-plan property deals", Arab News, May 2025
[47] Source: "Real Estate Market Report", RERA Kingdom of Bahrain
[48] Source: "Dubai property deals jump 44.5% in Q2 as off-plan sales drive growth", Arab News, 24 September 2025
[49] Source: "GCC property market set to extend rally in 2025: Markaz" Arab News, 18 August 2025

2.2. GCC Residential Real Estate Pricing

The average residential prices across the GCC showed a moderate increase from USD 2,221/sqm to USD 2,490/sqm between 2019 to 2024

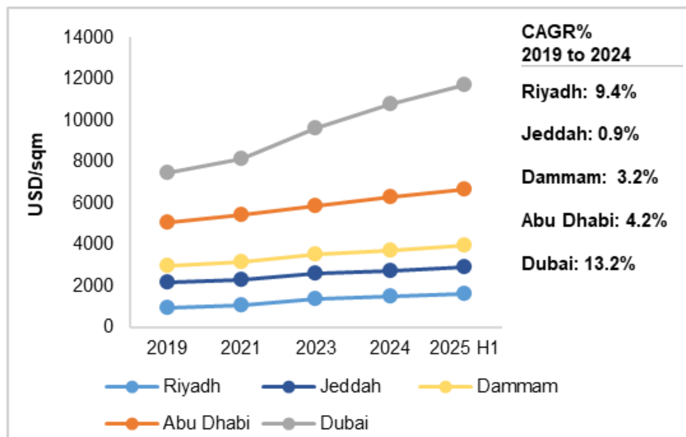
The average residential prices across the GCC showed a moderate increase from USD 2,221/sqm to USD 2,490/sqm (2.3% CAGR) between 2019 to 2024. This trend, however, masks many variations due to a complex interplay of localized policy, structural reforms, and evolving consumer preferences that shaped the region's pricing. The UAE registered one of the strongest price increases, supported by a post-pandemic rebound and investor-friendly reforms that broadened market participation. Similarly, Saudi Arabia recorded consistent price growth driven by strong end-user demand, improved housing finance accessibility, and ambitious urban development initiatives. Kuwait likewise observed strong price gains in its prominent areas due to ongoing demand. Conversely, Qatar's market dynamics presented a different picture: a short-term price surge preceding the FIFA World Cup 2022, followed by a recalibration as the market absorbed new supply. Meanwhile, Oman and Bahrain experienced a softening of prices over the same period, indicating a more subdued demand environment.

Exhibit 2.5: GCC Residential prices USD/sqm



Source: Knight Frank, JLL

Exhibit 2.6: Residential prices of key cities of Saudi Arabia & UAE in USD/sqm



Source: Knight Frank, JLL

Note: Saudi Arabia includes figures for Riyadh, Jeddah and Dammam, UAE includes figures for Dubai and Abu Dhabi

Surge in prices in Saudi Arabia & UAE Driven by Demand and Investor-Friendly Policies

The Saudi Arabian residential market has seen consistent price appreciation, with prices climbing from USD 990/sqm to USD 1,235/sqm between 2019 and 2024, registering a CAGR of 4.5% (see exhibit 2.5). This growth was driven by several key factors including robust end-user demand, a scarcity of new homes in major cities, and broader access to housing loans, which was supported by government programs like Sakani. The market imbalance, exacerbated by rising construction costs and investor interest, put upward pressure on prices. Riyadh led the growth trend during the 2019-24 period, with residential prices achieving a remarkable 9.4% CAGR, rising from USD 945/sqm to USD 1,481/sqm (see exhibit 2.6). The capital's transformation into Saudi Arabia's primary employment hub has attracted multinational corporations and a rising pool of young professionals, fueling the heightened housing demand.[50]

[50] Source: "The Saudi Report 2025", Knight Frank

The city also benefited from strategic investments including the Riyadh Metro[51] and flagship megaprojects such as Diriyah Gate[52]. In contrast, Jeddah saw very moderate gains, with residential values inching up from USD 1,188 to USD 1,244/sqm (a 1% CAGR), indicative of a more balanced supply-demand environment.[53] Meanwhile, Dammam posted a CAGR of 3.2% during the afore-mentioned period with average prices rising from USD 837/sqm to USD 981/sqm . This was mainly due to the sustained demand from the city's growing industrial base and infrastructure-led expansion.[54] In 2025H1, residential prices in Saudi Arabia continued to rise to USD1,306/sqm, supported by steady demand and improved delivery across large housing developments. Riyadh (USD1,692/sqm) remained the main driver of price growth, reflecting limited availability of completed units, ongoing employment growth, and sustained demand backed by mortgage financing. In contrast, price increases in Jeddah (USD 1,269/sqm) and Dammam (USD 1,021/sqm) were more moderate, pointing to a market that is becoming increasingly differentiated. Pricing trends are now more closely linked to city-specific factors, asset quality, and location, rather than uniform inflation across all residential segments.[55]

UAE registered the highest average residential prices growth, with 8.2% CAGR during the 2019-24 period, rising from USD 2,372/sqm to USD 3,532/sqm, largely driven by Dubai

UAE registered the highest average residential prices growth, with 8.2% CAGR during the 2019-24 period, rising from USD 2,372/sqm to USD 3,532/sqm, largely driven by Dubai. The sharp, post-pandemic rebound was supported largely by investor demand and policy-led reforms. Key government initiatives, including the introduction of long-term visas, the expansion of freehold ownership rights for expatriates, and attractive residency programs linked to real estate investment broadened the buyer base and strengthened market confidence.[56] These measures, alongside broader economic diversification efforts, created a more investor-friendly environment that appealed to both end-users and institutional buyers. In Dubai, these supportive policies were amplified by a favorable supply-demand dynamic - limited prime supply met surging domestic and international interest, driving prices upward. High-performing submarkets such as Palm Jumeirah, Dubai Hills Estate, and Jumeirah Village Circle attracted strong capital inflows, benefiting from robust infrastructure, attractive rental yields, and strategic accessibility.[57] Consequently, Dubai led the national price appreciation, with residential values increasing at a 13.2% CAGR from USD 2,420/sqm in 2019 to USD 4,505 in 2024 (see exhibit 2.6). Abu Dhabi also contributed steady gains, its residential prices increasing from USD 2,378/sqm to USD 2,904/sqm (4.0% CAGR) during the same period. The referred residential price gain in Abu Dhabi was largely due to end-user demand and focused development within designated investment zones like Saadiyat Island, Al Reem Island, and Yas Island, areas that benefitted from sustained infrastructure investment, cultural initiatives, and diversification efforts.[58] In 2025H1, the UAE's residential market continued to record price growth to USD 3,904/sqm, with Dubai (USD 5,045/sqm) leading the trend. Price increases in Dubai were supported by ongoing investor activity, steady off-plan sales, and limited availability of prime stock in the near term. Abu Dhabi (USD 2,763/sqm) also saw modest price gains, underpinned by stable end-user demand and controlled supply additions in line with long-term planning objectives. Overall, price movements in 2025H1 suggest that the market is moving beyond the post-pandemic recovery phase toward a more stable and balanced growth environment.[59]

Dubai led the national price appreciation, with residential values increasing at a 13.2% CAGR from USD 2,420/sqm in 2019 to USD 4,505 in 2024

[51] Source: "How Riyadh Metro is redrawing the city's real estate map", Arab News, 4 April 2025
[52] Source: "How Vision 2030 is Transforming Real Estate in Saudi Arabia", Real Estate Saudi, 16 November 2024
[53] Source: "Jeddah area guide for property investors", Crown continental, 25 May 2025
[54] Source: "Dammam's New Industrial City Project Unveiled", Daleel News, 3 November 2024
[55] Source: "Residential property prices mixed in Q3 2025: JLL", Argaam. 13 December 2025
[55] Source: "Saudi Arabia Real Estate Market Report First Quarter of 2025" CBRE
[56] Source: "UAE real estate: How migration is driving economic growth, boosting demand", Economy middle east, 24 June 2025
[57] Source: "Dubai Areas with the Highest Capital Appreciation in the Last 5 Years", Dubai housing, 19 July 2025
[58] Source: "Strong demand, ROI drive Abu Dhabi off-plan sales surge by 20%", Khaleej Times, 22 October 2024
[59] Source: "H1 Real Estate Report", Hamptons, 2025

Other GCC markets witnessed mixed pricing trends

Kuwait's housing market registered notable appreciation, with the residential prices increased from USD 2,916/sqm to USD 4,105/sqm, a CAGR of 7.1%

Qatar's residential sector witnessed a post-FIFA World Cup price correction, with average values declining to USD 2,763/sqm in 2024 from USD 3,269/sqm in 2019 (a negative 3.3% CAGR) (see exhibit 2.5). This was largely driven by an oversupply of luxury properties in areas like Lusail, West Bay, and The Pearl, where significant inventory was delivered to cater to anticipated high-end demand associated with the FIFA World Cup. This contrasts sharply with the undersupply of affordable mid-income housing in emerging residential zones such as Al Wakra and Al Rayyan leading to limited options for a broader segment of buyers.[60] Conversely, Kuwait's housing market registered notable appreciation, with the residential prices increased from USD 2,916/sqm to USD 4,105/sqm, a CAGR of 7.1% (see exhibit 2.5). This robust growth is primarily a function of limited land availability and strong demand in established areas like Salmiya and Hawalli.[61] Meanwhile, Oman and Bahrain both observed a slight decline in pricing during this period. In Oman, residential prices adjusted from USD 1,956/sqm to USD 1,576/sqm (a negative CAGR of 4.2%), reflecting a gradual market evolution shaped by moderated demand and consistent development activity. Integrated Tourism Complexes (ITCs) such as Al Mouj and Muscat Bay remain long-term drivers for residential interest.[62] In Bahrain, average residential prices moved to USD 1,730/sqm in 2024 from USD 1,825/sqm in 2019 (a negative CAGR of 1.0%), as its mid-income segment in areas like Diyar Al Muharraq maintained stability due to a steady supply pipeline and sustained domestic demand.[63]

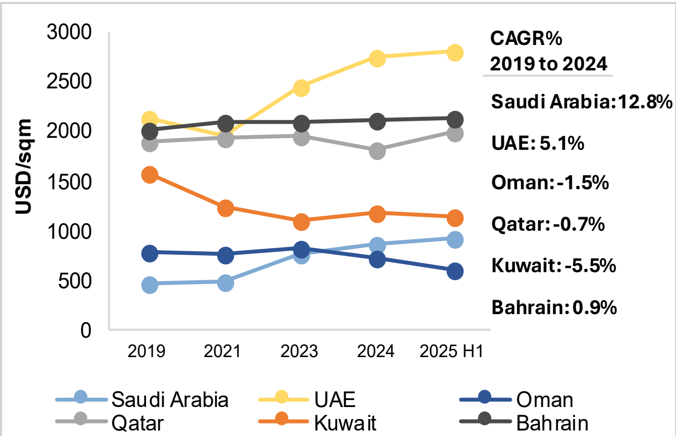
In 2025H1, Qatar's residential prices showed early signs of stabilization as post-World Cup inventory was gradually absorbed, particularly in premium locations, while undersupply in mid-income housing continued to support demand in emerging areas. Kuwait's residential market maintained firm price momentum in 2025H1, supported by constrained land availability and steady domestic demand in established urban districts. In Oman and Bahrain, residential prices remained largely stable during 2025H1, reflecting balanced supply–demand conditions, with long-term support from integrated developments in Oman and steady mid-income supply in Bahrain.

2.3. GCC Residential Real Estate Rent

Rental trends across the GCC between 2019 and 2024 reflect a moderate but consistent rise with average monthly residential rents increasing from USD 1,379 to USD 1,573 over the period, at a CAGR of 1.2%. This uptick was driven by rising demand for quality housing in well-connected neighborhoods. Saudi Arabia and the UAE led this regional trend, benefitting from expanding employment hubs and development of well-planned residential communities with modern amenities. However, not all markets mirrored this success. Bahrain recorded only marginal gains, while Kuwait, Oman, and Qatar experienced more muted rental performance, shaped by localized supply-demand imbalances.

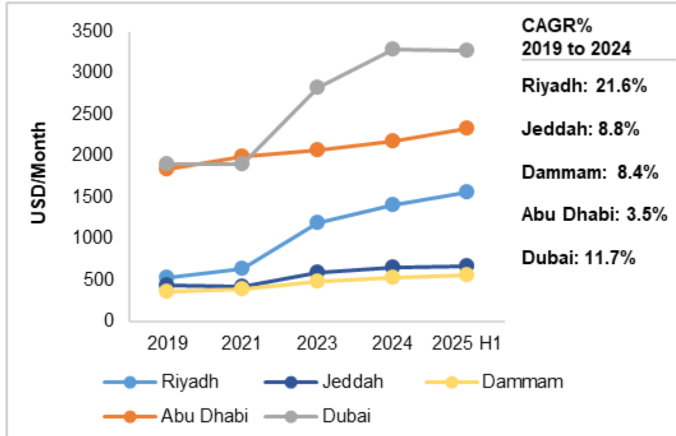
[60] Source: "Qatar real estate: In 2024, the supply is forecasted to reach 9,200 units, with 40% in Lusail", Construction Week Property, 3 June 2024
[61] Source: "Kuwait's property market sees sustained growth", Oxford Business Group
[62] Source: "Oman Property Market Q1 2025", Savills
[63] Source: "Bahrain Property Market 2024: A Year of Steady Progress and New Horizons for 2025", Savills, 6 March 2025

Exhibit 2.7: GCC Residential rent in USD/month



Source: Knight Frank, JLL

Exhibit 2.8: Residential rent of key cities of Saudi Arabia & UAE in USD/month



Source: Knight Frank, JLL

Note: Saudi Arabia includes figures for Riyadh, Jeddah and Dammam, UAE includes figures for Dubai and Abu Dhabi

Surge in rental prices in Saudi Arabia & UAE driven by employment hubs & policy reforms

Saudi Arabia recorded the fastest rental escalation, with a CAGR of 12.8%, where the average monthly rents surged to about USD 867 in 2024 from USD 474 in 2019

Saudi Arabia recorded the fastest rental escalation, with a CAGR of 12.8% (see exhibit 2.8), where the average monthly rents surged to about USD 867 in 2024 from USD 474 in 2019. This was driven by strong demand from multinational relocations, government sector hiring, and infrastructure improvements, especially in metro-linked neighborhoods.[64] Jeddah and Dammam followed with moderate rises of 8.8% and 8.5% CAGRs (see exhibit 2.8) respectively during this period supported by gradual industrial growth and constrained availability of formal rental housing due to the prevalence of self-built homes.[65] In 2025H1, Saudi Arabia's rental market stayed strong, with rents continuing to rise as demand outpaced new supply in key cities like Riyadh, where population growth and employment activity kept pressure on rentals. Market reports show residential rents have been climbing due to limited available housing and overall tight conditions.[66] Meanwhile, the UAE's rental market saw a collective 5.1% CAGR, pushing average monthly rents from USD 2,134 to USD 2,737 during 2019-24 (see exhibit 2.7). Most of this increase came from Dubai, where rents rose to USD 3,291 in 2024 with a CAGR of 11.7% (see exhibit 2.8) amid Golden Visa inflows, sustained demand for remote working accommodations, and limited new supply in popular freehold areas.[67] Abu Dhabi demonstrated a more moderate CAGR of 3.5%, with monthly rents reaching USD 2,183 in 2024, supported by strategic and controlled releases in investment-heavy districts like Saadiyat, Yas, and Reem Islands.[68] In the UAE, rents also expanded in the first half of 2025, especially in Dubai, where leasing activity remained solid and average asking rents increased year-on-year across many

[64] Source: "How Riyadh Metro is redrawing the city's real estate map", Arab News, 4 April 2025
[65] Source: "Jeddah area guide for property investors", Crown continental, 25 May 2025
[63] Source: "Dammam's New Industrial City Project Unveiled", Daleel News, 3 November 2024
[66] Source: "KSA real estate rent review", Emirates NBD, 30 September 2025
[67] Source: "UAE real estate: How migration is driving economic growth, boosting demand", Economy middle east, 24 June 2025
[68] Source: "Strong demand, ROI drive Abu Dhabi off-plan sales surge by 20%", Khaleej Times, 22 October 2024

areas. While more units are expected to complete later in 2025, strong demand and urban growth supported rental levels.[69]

Other GCC markets see softer rental trends amid localized dynamics

Bahrain's rental market registered a modest 0.9% CAGR from USD 2,014 in 2019 to USD 2,103 in 2024 (see exhibit 2.7). The referred stability was largely supported by cross-border commuter demand and a measured stock additions approach in Amwaj Islands and Diyar Al Muharraq. In addition, the presence of government-backed mid-income housing initiatives played a crucial role in moderating rent escalation at the premium end of the market.[70]

The most significant recalibration occurred in Kuwait where monthly rents adjusted by a negative 5.7% CAGR (rents reaching USD 1,182 in 2024 from USD 1,572 in 2019)

In Oman, the rental market experienced a minor correction, with monthly rents declining at a CAGR of -1.5% (from USD 789 to USD 731) (see exhibit 2.7). This was primarily due to stable development pipelines in key areas like Al Mouj and Madinat Al Irfan providing tenants with more choice and tempered pricing. Nevertheless, prime locations such as Qurum and Shatti Al Qurum continued to attract steady demand.[71] Qatar followed a similar pattern, with rents softening from USD 1,885 in 2019 to USD 1,819 in 2024 (a negative CAGR of 0.7%) (see exhibit 2.7) as post-World Cup dynamics played out. While some premium areas such as Lusail, West Bay, and The Pearl faced a temporary supply overhang, demand remained firm in mid-market locations like Al Wakra and Al Rayyan, where housing options are comparatively limited.[72] The most significant recalibration occurred in Kuwait where monthly rents adjusted by a negative 5.7% CAGR (rents reaching USD 1,182 in 2024 from USD 1,572 in 2019). This market shift was considerably shaped by regulatory adjustments, including expatriate policies and the enforcement of rent caps. In established districts like Salmiya, proactive landlord strategies, such as flexible leasing and value-added propositions, were key to maintaining occupancy and market equilibrium.[73]

Residential rents have risen sharply in leading markets, particularly Saudi Arabia, where average rents reached around USD 929 per month driven by high demand in Riyadh and limited housing supply. The UAE follows at about USD 2,800 per month, supported by strong leasing activity in Dubai. In contrast, rents in Oman, Qatar, and Kuwait have declined slightly, while Bahrain remains stable. Among major cities, Riyadh saw the fastest rental growth, followed by Dubai and Jeddah, underscoring robust housing demand and urban expansion in key Saudi and UAE hubs.

In 2025, residential demand in the GCC is expected to remain firm, with Saudi Arabia continuing to record strong rental momentum — apartment rents were up approximately 11.9% y-o-y in April 2025, supported by sustained population growth and steady housing delivery.[74] In the UAE, more than 72,000 units expected for completion in 2025 are likely to ease pressure in mid-market segments, although robust population inflows continue to support pricing strength in major urban hubs.[75] Across the wider GCC, rental conditions are projected to remain broadly stable through 2025, shaped by balanced pipelines and city-specific demand fundamentals.[76]

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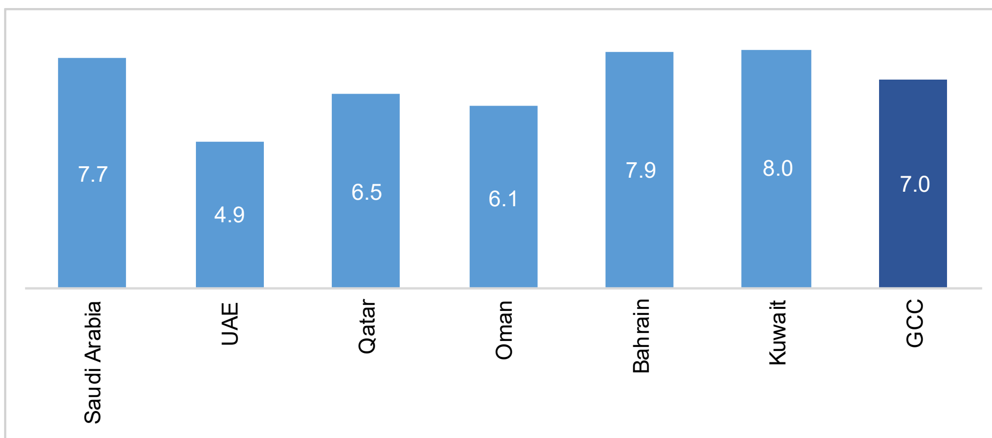
[69] Source: "Dubai Residential Market Report", SmartCrowd
[70] Source: "Bahrain Property Market 2024: A Year of Steady Progress and New Horizons for 2025", Savills, 6 March 2025
[71] Source: "Oman Property Market Q1 2025", Savills
[72] Source: "Qatar real estate: In 2024, the supply is forecasted to reach 9,200 units, with 40% in Lusail", Construction Week Property, 3 June 2024
[73] Source: "Kuwait's property market sees sustained growth", Oxford Business Group
[74] Source: "KSA Real Estate Report H1 2025 Review and H2 2025 Outlook", Markaz, August 2025
[75] Source: "Dubai property prices and rents 'set to keep rising for next few years' amid sustained demand", ValuStrat, 18 February 2025
[76] Source: "GCC property market set to extend rally in 2025: Markaz", Arab News, 18 August 2025

2.4. GCC Residential Rental Yields 2024

In 2024, residential rental yields across the GCC presented a narrow yield spectrum, ranging from 4.9% to 8.0%

Between 2019 and 2024, the Gulf's residential rental yields remained broadly stable despite pandemic-related disruptions and oil price fluctuations. During the crisis, landlords introduced short rent holidays and flexible payment plans to prevent vacancies, thereby supporting rental cash flows. Developers also delayed new launches allowing demand to catch up with existing supply and preventing downward pressure on rents. As market sentiment steadied, yields held firm, supported by the strong credit quality of developers and a disciplined supply pipeline. Meanwhile, land registry reforms and improved data transparency in cities such as Riyadh, Dubai, and Abu Dhabi enhanced institutional confidence in the region's long-term rental outlook. In 2024, residential rental yields across the GCC presented a narrow yield spectrum, ranging from 4.9% to 8.0% (see exhibit 2.9). However, a deeper look reveals how country-specific factors like mortgage availability, construction speed, and government directives intricately shaped each market's balance of rental stability and future capital appreciation. Saudi Arabia recorded a yield of about 7.7%, supported by internal migration to Riyadh and Jeddah, which outpaced housing completions and kept vacancies low.[77] The UAE posted the region's lowest yield at 4.9% (see exhibit 2.9), as strong foreign demand and easy credit drove up purchase prices faster than rents.[78] Transparent regulations and active buyer participation sustained liquidity, while investors increasingly explored older assets and emerging suburban areas with promising potential.[79]

Exhibit 2.9: Residential rental yields for the GCC 2024 (%)



Sources: Global Property Guide, Sakan

[77] Source: "Real Estate Digest", S&P Global, 18 November 2024
[78] Source: "Deloitte unveils Dubai's Real Estate Predictions report for 2025", Deloitte, 21 February 2025
[79] Source: "UAE Real Estate Market Demonstrates Resilience Amid Global Economic Challenges", CBRE, 1 May 2025

Qatar's yield stood at approximately 6.5%, reflecting absorption of excess World Cup-era housing, especially in Lusail. LNG-driven growth and stable immigration helped maintain steady demand, supporting occupancy and yield recovery.[80] Oman followed at around 6.1%, with demand aided by tourism and energy sector hiring, long-stay visas, and tight control of new launches.[81] Kuwait and Bahrain led the region in high yields. Kuwait's yield of 8.0% was driven by rising rents due to limited foreign ownership and lower mortgage usage, though achieving these returns required longer holding periods and active management.[82] Bahrain, close behind at 7.9, saw its high yields driven by flexible visa rules and slower resale liquidity, which created a premium that may ease as financial sector growth supports faster transactions.[83]

In 2025, residential rental yields across the GCC ranged between 5% to 8%, depending on location, property type, and tenant profile

In 2025, residential rental yields across the GCC ranged between 5% to 8%, depending on location, property type, and tenant profile.[84] In Q3 2025, Saudi Arabia recorded an average gross rental yield of approximately 7.34%, driven by limited supply and strong rental demand in key cities.[85] In the UAE, gross rental yields for apartments averaged around 7%, with some areas like International City reaching 8.9%, supported by record transaction volumes and sustained demand.[86] For the same period, Qatar posted an average gross rental yield of 5.17%, reflecting steady performance and gradual supply absorption.[87] Oman delivered rental yields ranging from 6-9% in coastal areas and Muscat, bolstered by tourism growth and investor confidence.[88] Bahrain recorded gross rental yields between 6.5% and 8.5%, aided by high demand in prime locations[89], while Kuwait saw rental yields ranging from 5% to 7% in high-demand areas like Kuwait City and Salmiya.[90]

[80] Source: "Prices and rents decline in Qatar after world cup boost", Cityscape Qatar – please add dates for all these sources
[81] Source: "Sustainable Tourism in Oman: A Vision 2040 Goal", JLL
[82] Source: "Kuwait's property market sees sustained growth", Oxford business group
[83] Source: "Bahrain Property Market 2024", Savills
[84] GCC Property Outlook: Residential vs Commercial Market Performance", GCC Estate Leaders
[85] Source: "Gross rental yields in Saudi Arabia: Riyadh, Jeddah and Dammam", Global Property Guide, September 2025
[86] Source: "Dubai residential sales hit record AED541.5bn in 2025 – report", Arabian Business, 10 February 2026
[87] Source: "Gross rental yields in Qatar: Doha and Lusail", Global Property Guide, September 2025
[88] Source: "Oman's Property Market Surge: Coastal Living with 6-9% Rental Yields", Live Positively, 23 January 2026
[89] Source: "What rental yield can you expect in Bahrain? (2026)", Sands of Wealth, 26 January 2026
[90] Source: "Kuwait City Real Estate 2025 – Investment Opportunities in the Heart of the Gulf", Select Realty

3. GCC Commercial Real Estate Market Overview

Supply Led Growth and Post Pandemic Rebound

Developers remained cautious during the pandemic, focusing on high quality Grade A projects while limiting speculative launches

Between 2019 and 2024, the GCC's commercial real estate sector expanded steadily, with total built stock rising from 23.1 million sqm to 29.9 million sqm (see exhibit 3.1). Developers remained cautious during the pandemic, focusing on high quality Grade A projects while limiting speculative launches. This helped to avoid oversupply when mobility restrictions eased in 2021 and 2022. Delayed corporate demand quickly absorbed new space, supporting a broader shift toward higher quality commercial assets across 2022 and 2023.[91]As leasing activity resumed, key policy reforms supported tenant demand. In February 2021, as a central part of its Vision 2030 plan, Saudi Arabia launched the Regional Headquarters (RHQ) Programme. The goal was to draw multinational companies to set up their regional headquarters in Riyadh by offering tax incentives, thereby encouraging them to serve the MENA region from within the Kingdom. This increased competition for Grade A space and reduced prime availability by 2023. Similarly, by implementing reforms like full foreign ownership and expanding residency pathways, Dubai was able to attract firms in fintech, life sciences, and AI, putting pressure on the availability of premium real estate in the city's most sought-after districts.[92] Doha, meanwhile, gradually absorbed its post-World Cup supply, with West Bay and Lusail benefiting from public sector and energy tenants moving into modern buildings. In Bahrain and Oman, where new supply remained limited, landlords continued offering incentives. Nonetheless, ongoing reforms and growth in niche sectors like fintech and logistics helped improve occupancy and stabilize vacancy rates through early 2024.[93]

Investor Interest and Infrastructure Catalysts

Investor appetite for GCC office real estate strengthened in line with supply-led growth and post-pandemic recovery trends. Regional sovereign funds, family offices, and institutional investors increasingly allocated capital to income-generating Grade A assets, viewing them as a hedge against oil price volatility and a source of stable, US dollar–linked rental income.[94] Landmark transactions, such as the acquisition of a stake in Dubai's ICD Brookfield Place by Abu Dhabi's Lunate and Saudi Arabia's Olayan Group, underscored the depth of intra-regional investment activity and confidence in premium office stock.[95] Investor interest has been further amplified by robust fundamentals, with Riyadh's Grade A office market recording rental growth of over 20% and occupancy levels approaching full capacity, driven by the government's Regional Headquarters (RHQ) Programme.[96] Similarly, Dubai's liberalization of foreign ownership rules and residency reforms attracted multinational firms in fintech, life sciences, and AI, intensifying demand for prime office space in well-connected business districts.[97]

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[91] Source: "Middle East & Africa Market Dynamics, Q4 2024", Jll
[92] Source: "Riyadh office market thriving thanks to regional HQ initiative", Savills
[84] Source: "Dubai Office Market Dynamics, Q3 2024", Jll
[93] Source: "Quarterly Report Qatar Q3 2024: Office Market Overview", Cushman & Wakefield
[85] Source: "Bahrain Property Market - Q4 2024", Savills
[94] Source: "Regulatory reforms helping drive growth in Saudi Arabia's commercial real estate sector", Arab News, November 2024
[95] Source: "Abu Dhabi's Lunate, Saudi Arabia's Olayan buy into Dubai's ICD Brookfield Place", Reuters, April 2024
[96] Source: "Saudi Arabia: Riyadh office rents jump as 600+ companies plan regional HQs", Construction Week, July 2025
[97] Source: "Dubai's economic boom fuels record demand for office space, outpacing supply for new businesses", Arabian Business, 2025

Infrastructure development has acted as a catalyst for both occupier demand and investor confidence, enhancing accessibility and unlocking new commercial corridors

Infrastructure development has acted as a catalyst for both occupier demand and investor confidence, enhancing accessibility and unlocking new commercial corridors. Projects such as Dubai's Route 2020 Metro extension and the phased rollout of the Riyadh Metro have expanded connectivity to emerging business hubs, strengthening the long-term viability of office districts beyond core CBDs. In Qatar, the Doha Metro and post-World Cup urban upgrades in West Bay and Lusail supported the absorption of significant new supply, while Saudi Arabia's giga-projects under Vision 2030 are reshaping the geography of commercial activity by anchoring new office clusters. [98]These large-scale transport and urban infrastructure investments have reinforced the attractiveness of high-quality office assets, creating a virtuous cycle where improved accessibility drives tenant demand, which in turn sustains investor appetite for premium developments.

Sustainability and Future Ready Assets

Tenant demands for sustainability have led landlords to invest in significant building upgrades

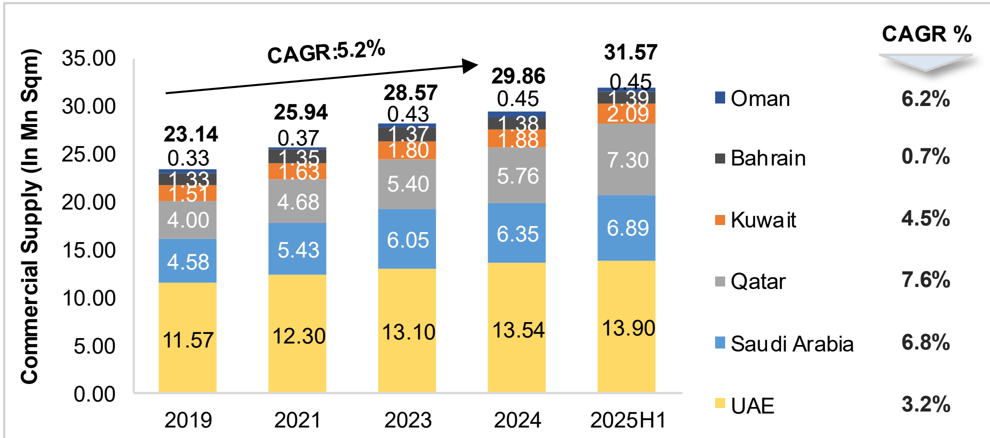
Tenant demands for sustainability have led landlords to invest in significant building upgrades. These improvements include retrofitting commercial properties with green features and smart technologies, such as achieving LEED Gold certifications, implementing AI-based energy monitoring, and utilizing modular designs for flexible interior layouts. Such upgrades gained traction in leading districts like King Abdullah Financial District and Dubai International Financial Centre, where landlords responded to shifting occupier needs around hybrid work and ESG compliance. These changes reflect a broader transformation underway in the region, where the focus is gradually shifting from merely expanding supply to creating tech enabled, environmentally aligned spaces that are fit for the future. With measured supply, supportive regulation, and a rising focus on ESG, the GCC's commercial sector is set to grow not just in scale but in sophistication. While prime assets are likely to remain in demand, older properties may require upgrades to remain competitive, creating both risks and opportunities for investors eyeing the region's next phase of growth. 99

3.1. GCC Commercial Real Estate Supply

GCC's commercial real estate market expanded steadily, with total GLA growing at a CAGR of 4.7% between 2019 to 2024. Government incentives, enhancements to free zones, and tenant-friendly policies spurred the development of modern Grade A ESG-compliant commercial properties. However, growth trajectories varied across countries, shaped by diversification agendas, regulatory frameworks, and differing levels of legacy oversupply. While Saudi Arabia and the UAE saw large-scale expansion, other GCC countries like Qatar, Bahrain, Kuwait, and Oman adopted more restrained growth plans. Across all markets, a clear trend has emerged i.e tenants are increasingly seeking premium-quality spaces with better locations, design, and sustainability features. As of 2025 H1, the GCC's commercial real estate sector continues to expand steadily, with total supply reaching 31.5 million sqm of GLA

[98] Source: "GCC Property Wealth Report 2025", Omania
[99] Source: "DIFC Continues to Turbo Charge Sustainability Drive with LEED Certifications across Multiple Buildings", DIFC, 12 December 2023
[91] Source: "Smart city platform to optimise Riyadh business district", Smart cities world, 15 September 2023
[91] Source: "7 Sustainable Office Design Trends for 2025", Summertown, 25 April 2025

Exhibit 3.1: GCC Commercial Real Estate Supply (GLA in million sqm)



Sources: JLL, Knight Frank, Savills, Aayan Real Estate

Note: Saudi Arabia includes figures for Riyadh, Jeddah and Dammam, UAE includes figures for Dubai and Abu Dhabi

Diverging Growth Trajectories in Saudi and UAE Commercial Markets

Investor confidence in the UAE's property market remained strong, fueled by a stable currency regime, a business-friendly ecosystem driven by government policies, and world class infrastructure

Saudi Arabia witnessed strong commercial real estate expansion led by its capital, Riyadh. GLA in Riyadh increased from 2.7 million sqm to 4.2 million sqm in between 2019 to 2024, at a CAGR of 9.2%, underpinned by a wave of relocations by multinational firms, driving demand for smart mixed use districts such as King Abdullah Financial District (KAFD). Developers responded with modern sustainability-rated commercial towers featuring open floorplates, energy efficient systems, advanced connectivity, and modern amenities that meets the needs of financial, tech, and advisory firms. The Riyadh Metro is further shaping supply distribution, drawing new projects to well-connected corridors,[100] unlike the more moderate growth witnessed in Jeddah and Dammam. Jeddah's GLA rose from 0.9 million sqm to 1.1 million sqm, at a CAGR of 2.2%, backed by steady public sector in the Corniche area. According to JLL's Q1 2025 report, there is a visible flight to quality, with occupiers moving to new sustainability-rated towers. Dammam's GLA increased from 0.9 million sqm to 1.1 million sqm, at a CAGR of 4.1%. This expansion was driven by focused development in the Khobar innovation corridor, where key projects like the King Fahd University of Petroleum (KFUPM) and Minerals) Business Park attracted strong demand from the energy, industrial, and technology sectors, leading to steady absorption.[101] In 2025H1, Saudi Arabia's commercial office stock continued to grow to 6.8 million sqm, led by new phases at KAFD and transit-linked developments in Riyadh. Demand remained concentrated in Grade A, ESG-compliant offices, supported by corporate relocations and localization policies. Despite new supply, leasing activity stayed healthy, reflecting steady market absorption. Investor confidence in the UAE's property market remained strong, fueled by a stable currency regime, a business-friendly ecosystem driven by government policies, and world class infrastructure. Dubai retained the largest GLA in the region, growing from 8.5 million sqm to 9.4 million sqm between 2019 to 2024, at a CAGR of 2.0%. Developers are strategically focusing on building high-quality properties in prime submarkets like Dubai International Finance Centre (DIFC), Business Bay, and Downtown. This targeted development was a direct response to robust

[100] Source: "King Abdullah Financial District: The first district in EMEA to pursue global smart city accolade", Built environment ME, 22 September 2023
[101] Source: "Saudi Arabia Commercial Market Overview", Knight Frank
[93] Source: "Saudi Arabia Industrial and Logistics Market Review", Knight Frank

surging occupier demand from the fintech, consulting, and corporate sectors. [102] Meanwhile, Abu Dhabi's market grew rapidly, with its GLA increasing from 3.0 million sqm to 4.2 million sqm, at a 6.9% CAGR. This expansion was driven by leasing activity from public institutions, large corporates, and energy firms. Key supply additions were concentrated in premium clusters like Al Maryah Island, Reem Island, and Capital Centre, favoured for their quality specifications and proximity to institutional business hubs.[103] In 2025H1, the UAE's commercial GLA continued to increase to 13.9 million sqm, supported by phased completions in Dubai's core business districts and selective additions in Abu Dhabi's premium office clusters. Occupier demand remained resilient, particularly for well-located Grade A assets, while secondary stock continued to face leasing pressure, reinforcing the market's ongoing flight-to-quality trend.

Varied Growth Patterns: Oman Surges, While Oversupply Challenges Qatar and Bahrain

Oman demonstrated notable growth in its commercial stock which increased by 120,000 sqm between 2019 to 2024 at a CAGR of 6.0%

Oman demonstrated notable growth in its commercial stock which increased by 120,000 sqm between 2019 to 2024 at a CAGR of 6.0% (see exhibit 3.1). This surge reflected Vision 2040's goal to diversify the economy, steering investment into special economic zones and knowledge parks where modern commercials could serve non-oil sectors. Knowledge Oasis Muscat (KOM), Oman's flagship technology park located near Muscat International Airport, embodied this strategy by drawing a new wave of technology and R&D. Likewise, premium commercial properties in Airport Heights valued for their proximity to Muscat International Airport and the Oman Convention and Exhibition Centre have attracted early corporate demand and supported steady absorption of new supply.[104]. Growth momentum remained intact in 2025H1, albeit from a smaller base. Qatar's GLA increased from 4.0 million sqm to 5.8 million sqm between 2019 and 2024 at a CAGR of 7.6%. A significant portion of this new supply resulted from large-scale development carried out ahead of the 2022 FIFA World Cup, which has since contributed to persistent oversupply and high vacancy levels, with over 1 million sqm reportedly unoccupied in 2024. While overall absorption remains limited, new supply is increasingly concentrated in high specification areas such as West Bay, Lusail, and Msheireb Downtown, where modern design and sustainability features are drawing institutional and energy sector tenants.[105]

Kuwait's commercial market exhibited growth of 4.8% CAGR from 2019 to 2024, with GLA increasing from 1.5 million sqm to 1.9 million sqm. Major developments such as the Al Hamra Tower have provided high-quality stock, though much of the broader market faces aging inventory and rising vacancy. Nevertheless, new supply is primarily emerging in Kuwait City's central business districts.[106] Bahrain's commercial supply increased modestly from 1.3 million sqm in 2019 to 1.4 million sqm in 2024, at a CAGR of 0.7%. New supply remains concentrated in Kuwait City's central business districts, and growth in 2025H1 remained incremental. However, high vacancy rates in key areas like the Diplomatic Area, Seef District, and Bahrain Bay have limited momentum for new supply. The core challenge is a market mismatch, where obsolete stock is failing to attract occupiers, thereby impeding expansion in core business hubs.[107]

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[102] Source: "UAE Office Market Dynamics, Q2 2024", JLL
[103] Source: "MARKETBEAT- Office Q3 2024, Abu Dhabi, UAE", Cushman and Wakefield
[95] Source: "Abu Dhabi's financial centre says company registrations up 31%", Reuters, 14 August 2024
[104] Source: "Muscat office market beset by oversupply", Oman Daily Observer, 31 October 2023
[96] Source: "Oman Property Report 2023: Steady Growth Continues in Residential and Office Rental Markets", Savills
[105] Source: "Msheireb witnesses surging demand for office market in Q4" The Peninsula
[106] Source: "Investor's Guide to Kuwait's Evolving Office Market", Estater
[107] Source: "Bahrain struggles to fill existing office space as supply grows", AGBI, 25 March 2025

In 2025H1, growth remained concentrated in markets with strong execution capability and occupier depth, as tenants across the GCC increasingly gravitate toward integrated, ESG-compliant Commercial spaces in prime business districts

Overall, the GCC commercial real estate market expanded steadily between 2019 and 2024, with Riyadh and Dubai emerging as the region's largest and most dynamic markets. While Oman is gaining momentum from a smaller base, Qatar and Bahrain continue to face structural challenges related to legacy oversupply. In 2025H1, growth remained concentrated in markets with strong execution capability and occupier depth, as tenants across the GCC increasingly gravitate toward integrated, ESG-compliant commercial spaces in prime business districts.

Evolving Demand Dynamics in the GCC Commercial Real Estate Market: Premium, Sustainable, and Flexible Spaces Take the Lead

The GCC commercial real estate market is undergoing a steady transformation, shaped by shifting workplace models, rising ESG priorities, and broader economic diversification. Occupiers are showing a clear preference for premium, adaptable, and sustainable spaces, with Grade A and green-certified developments gaining traction. Energy-efficient systems, flexible layouts, and modern amenities that enhance productivity and employee well-being are increasingly in demand, particularly in key hubs such as Dubai, Riyadh, and Abu Dhabi, where tenant expectations drive both new developments and retrofits.

Major cities such as Dubai, Riyadh, and Abu Dhabi are leading the trend with strong tenant interest and tightening vacancy rates, while other GCC markets like Muscat and Manama continue to face supply-demand mismatches and flat rental growth

Major cities such as Dubai, Riyadh, and Abu Dhabi are leading the trend with strong tenant interest and tightening vacancy rates, while other GCC markets like Muscat and Manama continue to face supply-demand mismatches and flat rental growth. A growing preference for co-working spaces and ready-to-occupy commercials is emerging among startups, SMEs, and new market entrants seeking agility and regulatory ease. In Dubai, leasing activity rose 4% year on year in 2024, with regional headquarters relocations driving demand for premium spaces. Operators such as Regus, Cloud Spaces, and Executive Centre expanded their presence, while demand remained concentrated in DIFC and Business Bay. Financial services, TMT (Technology, Media, Telecom), and professional services remained key drivers.[108] Abu Dhabi showed similar trends, with activity centered around Al Maryah Island and Reem Island. Demand from Abu Dhabi Global Market (ADGM)-seeking financial institutions (27% of total) and oil and gas firms (21%) were particularly strong, with rising interest from emerging sectors such as AI and cybersecurity. In Riyadh, Grade A office occupancy hit 98% in 2024, with rents rising by up to 9% year on year. The TMT sector accounted for 40% of leasing activity, followed by consulting and FMCG firms. The robust demand is expected to continue in 2025, supported by regulatory and infrastructure investments.[109]

Outside of these major markets, trends differ. Jeddah's demand was primarily driven by the public sector. Grade A rents increased by 5%, but a lack of new supply has created limited options for large private occupiers.[110] Other GCC markets are seeing varied performance, influenced by excess supply and changing tenant requirements. In Oman, Muscat's commercial sector continued to face an imbalance between supply and demand, with an oversupply of lower-grade commercial space and limited take-up for larger units.[111] Bahrain's market remained broadly steady in 2024. Leasing activity is being led by financial services firms, government entities, and relocating regional businesses. ESG considerations are influencing choices, with LEED-certified buildings gaining attention. Additionally, co-working models are also growing in

[108] Source: "Understanding the Rising Demand for Office Space in 2024, Brigade group, September 05, 2024
[109] Source: "Riyadh Office Market Report Q3 2024", Savills
[110] Source: "Jeddah Commercial Real estate market", Mordor intelligence
[111] Source: "The Poperty Report Oman", Savills

popularity, especially among startups and SMEs seeking short-term flexibility and lower overheads.[112]

Looking ahead to 2025, momentum in key GCC commercial hubs remains strong, with Riyadh's Grade A office market recording 98% occupancy in Q2 2025, reflecting exceptionally high demand. [113] At the regional level, the GCC property market is set to extend its rally into the second half of 2025, supported by sustained real estate activity across multiple markets.[114]

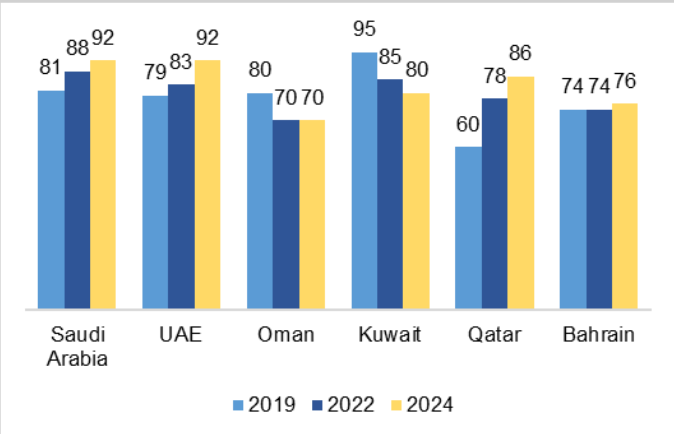
3.2. GCC Commercial Real Estate Occupancy Rates

Commercial occupancy rates in the GCC presented a mixed picture from 2019 to 2024, shaped by the pandemic, changing tenant needs, and shifting supply-demand dynamics.

Commercial occupancy rates in the GCC presented a mixed picture from 2019 to 2024, shaped by the pandemic, changing tenant needs, and shifting supply-demand dynamics. The immediate aftermath of COVID-19 caused a decline in occupancy, particularly in less modern commercial spaces, as companies adopted remote work models and reduced their real estate needs. Yet, by 2024, a notable recovery emerged across most GCC countries, with many markets surpassing their pre-pandemic occupancy levels. Saudi Arabia and the UAE recorded strong post-pandemic recoveries, driven by the expansion of multinational firms, strategic government relocations, and a growing preference for ESG-aligned, flexible work environments.[115] In Qatar in 2024, vacant office space in West Bay has declined to approximately 15%, while overall availability across the prime office districts of Msheireb, Lusail, and West Bay stands at around 21%. This recent drop in availability reflects several large-scale leases by government entities and the Oil & Gas sector, including the Abdullah Bin Hamad Al Attiyah District, which is fully occupied by Qatar Energy. The highest vacancies are observed in Al Wessail (Energy City) and Lusail Downtown, primarily due to the influx of new buildings. Occupancy is expected to rise as these districts continue to mature.[116] In contrast, Oman continued to grapple with an influx of new commercial supply,[117] and Kuwait experienced sluggish absorption of its available commercial space.[118]

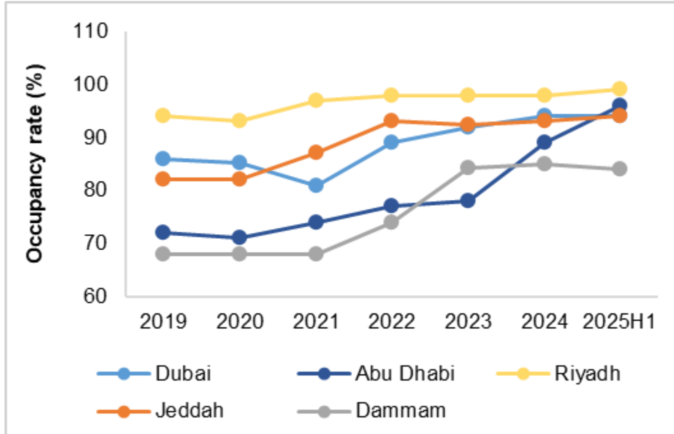
[112] Source: "Bahrain property market 2024", Savills
[113] Source: "Riyadh's Grade A office market hits 98 percent occupancy in Q2 2025 amid soaring demand", Economy Middle East, 24 July 2025
[114] Source: "GCC property market set to extend rally in 2025: Markaz", Arab News, 18 August 2025
[115] Source: "Dubai property market 2023", Savills
[116] Source: Q4 REAL ESTATE MARKET REVIEW, Cushman and Wakefield
[117] Source: "The Property Report Oman 2023", Savills
[118] Source: "Real Estate Second Half 2023", Aayan real estate company

Exhibit 3.2: Commercial occupancy rates for GCC countries (%)



Source: Knight Frank, Savills, JLL, CBRE, Cushman and Wakefield, KPMG, Aayan Real Estate. Note: Saudi Arabia includes figures for Riyadh, Jeddah and Dammam, UAE includes figures for Dubai and Abu Dhabi

Exhibit 3.3: Commercial occupancy rates for major cities of Saudi Arabia and UAE



Source: Knight Frank, Savills, JLL, CBRE, Cushman and Wakefield

Commercial occupancy in Saudi Arabia increased from 81% in 2019 to 92% in 2024, with Riyadh continuing to lead the national market, achieving Grade A occupancy of nearly 98%.

Grade A Commercial Occupancy Surges Across Saudi Arabia and UAE

Commercial occupancy in Saudi Arabia increased from 81% in 2019 to 92% in 2024 (see exhibit 3.2), with Riyadh continuing to lead the national market, achieving Grade A occupancy of nearly 98% (see exhibit 3.3). This surge reflects Riyadh's emergence as a dynamic regional business hub, supported by the relocation of over 120 multinational companies to the city in Q1 2024. [119] Key districts such as the King Abdullah Financial District (KAFD), Olaya, and North Riyadh have spearheaded this expansion.[120] Jeddah's Grade A commercial market reached an estimated 93% occupancy, driven by steady demand from both local and international companies. Dammam's position as a key industrial center in the Eastern Province drove Grade A office occupancy to 85%. This robust performance was primarily a result of demand from the oil & gas, logistics, and government sectors.[121] In the UAE, average occupancy rose from 79% in 2019 to 92% in 2024, led by continued demand for prime commercial space in key commercial hubs. In Dubai, areas such as DIFC, Downtown, and Business Bay[122] recorded Grade A occupancy levels of around 94% by 2024, due to limited new supply and robust interest from international firms majorly in the finance and technology sectors. The registration of over 24,000 new businesses in H1 2024 further stimulated demand, leading to year-on-year rental increases of up to 25% in top-tier areas.[123] Concurrently, Abu Dhabi experienced a strong demand for premium commercial spaces, particularly in Al Maryah Island and Al Reem Island[124] with Grade A occupancy nearing 89% in 2024. This momentum was driven by a 31% year-on-year increase in company registrations in the first half of the year, which attracted major global financial players and reinforced the city's position as a well-regulated, finance-oriented business hub.[125]

[119] Source: "Riyadh Office Market Q2 2024", Savills
[120] Source: "Riyadh's Grade A office market hits 98 percent occupancy in Q2 2025 amid soaring demand", Economy Middle East, 24 July 2025
[121] Source: "Saudi Arabia Real Estate Market Review Q1 2023", CBRE
[122] Source: "Dubai Office Market Review H2 2024", Knight Frank
[123] Source: "Dubai Office Market Report Q3 2024", Savills
[124] Source: "Abu Dhabi's office market stays vibrant on record rent, demand surge", Khaleej Times, 30 July 2025
[125] Source: "Abu Dhabi's financial centre says company registrations up 31%", Reuters, 14 August 2024

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Qatar's market recovered strongly, with overall occupancy improving from about 60% in 2019 to 86% by 2024

Mixed Occupancy Trends in Other GCC Markets

Qatar's market recovered strongly, with overall occupancy improving from about 60% in 2019 to 86% by 2024 (see exhibit 3.2). Prime assets in West Bay and Lusail saw notable improvement, with Lusail recording Grade A occupancy of up to 86% in 2024,[126] driven by strong post-FIFA World Cup 2022 demand for ESG-compliant, high-spec buildings that appealed to both corporate and government tenants.[127] Bahrain's occupancy rate saw a modest increase from 74% in 2019 to 76% in 2024 (see exhibit 3.2), primarily due to its strategic advantage as the GCC's most cost-competitive market. Its low occupancy costs successfully attracted fintech and financial services firms. Prime business districts such as Seef, Bahrain Bay, and the Bahrain Financial Harbor saw stronger performance, benefiting from enhanced building specifications and tenant-focused upgrades.[128] On the other hand, Oman and Kuwait faced headwinds. Oman's commercial occupancy declined from around 80% in 2019 to approximately 70% by 2024 (see exhibit 3.2), largely due to an increase in supply.[129] However, prime areas such as Al Khuwair, Ghubrah, and Azaiba remained relatively resilient, supported by their quality infrastructure and demand from the government sector.[130] Similarly, Kuwait's occupancy fell sharply from 95% to 80% (see exhibit 3.2). This decline was driven by a combination of aging stock, subdued demand, and a lack of refurbishment, which overshadowed the strong performance of modern towers like Al Hamra and Assima.[131]

Commercial occupancy trends show improving performance across major GCC cities, led by Saudi Arabia and the UAE. Riyadh maintained the highest occupancy, approaching 99% in 2025 H1, supported by limited Grade A supply and sustained corporate demand. Jeddah and Dammam followed with stable occupancy levels of around 94% and 84%, respectively, reflecting gradual demand recovery. In the UAE, Dubai's occupancy improved to around 94%, while Abu Dhabi saw the sharpest rise, to nearly 95% in 2025 H1, indicating strong absorption and tightening vacancy rates.

3.3. GCC Commercial Annual Lease Rate

During the period from 2019 to 2024, commercial lease rates across the GCC were influenced by new company registrations, government policy support, and changing tenant preferences

During the period from 2019 to 2024, commercial lease rates across the GCC were influenced by new company registrations, government policy support, and changing tenant preferences. Cities like Riyadh and Dubai saw strong growth in lease rates due to rising demand for modern office space and limited availability of premium supply. [132] Meanwhile, markets such as Oman, Bahrain, and Qatar faced downward pressure from oversupply and slower demand. Across the region, tenants increasingly preferred high-quality, flexible, and well-located commercial spaces, leading to a growing gap between Grade A and Grade B leasing trends.[133]

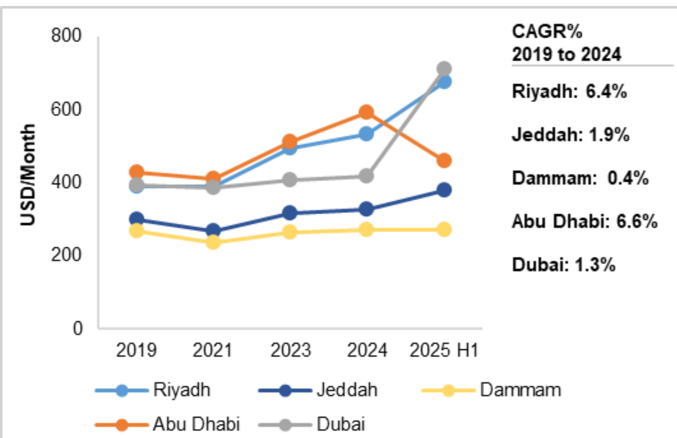
Grade A Lease Rates Rise Sharply Amid Supply Constraints and Strong Demand

Saudi Arabia's premium commercial segment saw significant growth, particularly in Riyadh, where Grade A lease rates climbed at a CAGR of 6.4% between 2019 and 2024 (see exhibit 3.4). This surge was driven by high occupancy, limited prime supply, and the Regional Headquarters (RHQ) Program, which, while not limited to Riyadh, remained primarily focused

[126] Source: "Mortgage activity surges by 168% in Q4 to QAR 24.8 billion", Knight Frank, 23 March 2025
[127] Source: "Emerging Wealth Hub Series Doha Edition", Knight Frank
[128] Source: "Bahrain Real Estate Market Review H2 2024", CBRE
[129] Source: "Commercial oversupply may explain drop in Oman property sales", AGBI, 13 May 2025
[130] Source: "Oman Property Market Q1 2025", Savills
[131] Source: "Real Estate Report H2 2024", Aayan Real Estate
[132] Source: "Riyadh's Grade A office market hits 98 percent occupancy in Q2 2025 amid soaring demand", Economy Middle East, 24 July 2025
[133] Source: "Riyadh office market heats up: Rents rise 10% as global firms seek larger spaces", Gulf News, 26 July 2025

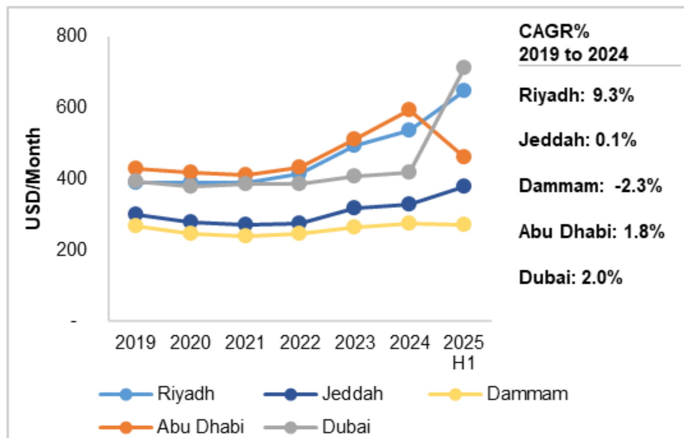
on the capital.[134] Meanwhile, Jeddah and Dammam experienced more modest increases in commercial Grade A properties, growing at a CAGR of 1.9% and 3.5% respectively (see exhibit 3.4). In Jeddah, the demand for commercial space is largely centered around traditional sectors such as trade, logistics, and public administration. The relatively slower pace of corporate relocation and a measured release of new prime inventory contributed to the moderate lease increase. Dammam's focus on industrial and logistics sectors continues to shape demand for operational commercial facilities, resulting in more stable pricing in the Grade A segment.[135] In 2025H1, Grade A lease rates in Riyadh strengthened further, reflecting sustained demand from RHQ-mandated corporates and a continued shortage of ready, ESG-compliant premium office space. New completions were largely absorbed upon delivery, reinforcing landlords' pricing power in prime locations. In contrast, Jeddah and Dammam recorded incremental increases in Grade A rents, indicating stable but less aggressive demand growth relative to the capital.

Exhibit 3.4: Commercial Grade A average rent values for major cities in Saudi Arabia and UAE



Source: Knight Frank, Savills, JLL, CBRE, Cushman and Wakefield, KPMG, Aayan Real Estate

Exhibit 3.5: Commercial Grade B average rent values for major cities in Saudi Arabia and UAE



Source: Knight Frank, Savills, JLL, CBRE, Cushman and Wakefield

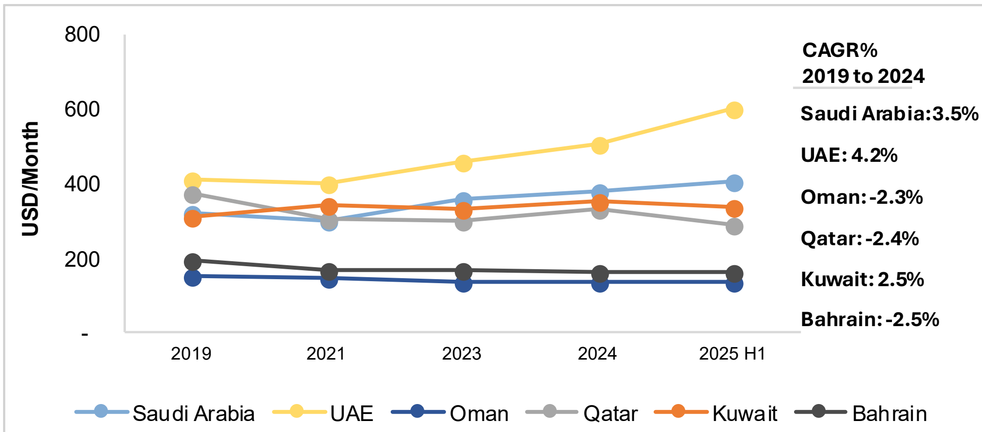
The UAE market recorded a robust recovery from 2019 to 2024, with average commercial annual lease rates increasing from USD 411 to USD 506 per sqm, a CAGR of 4.3%.

The UAE market recorded a robust recovery from 2019 to 2024, with average commercial annual lease rates increasing from USD 411 to USD 506 per sqm, a CAGR of 4.3% (see exhibit 3.6). Majority of this growth was led by Dubai, where Grade A annual lease rates exhibited a CAGR of 6.6% during the afore-mentioned period (see exhibit 3.4). Notable contributors included the introduction of long-term visas, business-friendly regulatory updates, and strong leasing activity in free zones such as DIFC, Dubai World Trade Centre (DWTC), and Dubai Multi Commodities Centre (DMCC).[136] Post-pandemic workplace strategies further prompted occupiers to upgrade to higher-quality spaces, fueling a trend of "flight to quality" amid a limited pipeline of new premium supply. Strong tenant interest and high occupancy in central locations exerted additional upward pressure on lease rates. In contrast, Grade B annual lease rates grew at a CAGR of 1.8%, reflecting relatively stable demand from cost-conscious tenants (see exhibit 3.5). Meantime, Abu Dhabi recorded gradual appreciation, with Grade A annual lease rates exhibiting a CAGR of 6.6% (see exhibit 3.4) and Grade B registering a CAGR of 1.8% (see exhibit 3.5) for the 2019-24 period supported by consistent demand from government and institutional tenants, alongside controlled new supply.[137] In 2025H1, the UAE's premium office segment maintained

[134] Source: "Riyadh Office Market Q2 2024", Savills
[135] Source: "Saudi Arabia Real Estate Market Review Q1 2023", CBRE
[136] Source: "Dubai Office Market Review H2 2024", Knight Frank
[137] Source: "Abu Dhabi's financial centre says company registrations up 31%", Reuters, 14 August 2024

upward momentum, led by Dubai, where Grade A rents increased further on the back of sustained occupier demand, high occupancy in core business districts, and limited availability of new prime stock. Grade B rents across both Dubai and Abu Dhabi remained relatively stable, as tenants increasingly upgraded to higher-quality assets rather than absorbing secondary space.[138] Overall, 2025H1 reinforced a widening performance gap between Grade A and Grade B offices, highlighting the growing importance of location, sustainability credentials, and asset quality across Saudi Arabia and the UAE.

Exhibit 3.6: Commercial Average Annual Rent Values for GCC countries



Sources: JLL, Knight Frank, Savills, Aayan Real Estate

Note: Saudi Arabia includes figures for Riyadh, Jeddah and Dammam, UAE includes figures for Dubai and Abu Dhabi

Diverging Lease Trends: Oman, Qatar, and Bahrain See Declines; Kuwait Gains

The Omani commercial market experienced a downward adjustment, with average annual lease rates reflecting a negative CAGR of 2.2% between 2019 - 2024

The Omani commercial market experienced a downward adjustment, with average annual lease rates reflecting a negative CAGR of 2.2% between 2019 - 2024 (see exhibit 3.6). This trend reflected tenant-favourable market conditions shaped by subdued demand, an oversupply of commercial space, particularly in secondary areas, and limited expansion from existing businesses. The mismatch between supply and current demand in areas outside central Muscat contributed to sustained pricing pressure.[139] n 2025H1, leasing conditions in Oman remained largely soft, with rental rates broadly stable to marginally lower, indicating continued tenant leverage despite improving interest in select, well-located assets. Annual lease rates in Qatar also declined at a CAGR of 2.4% during 2019-24. The market struggled with oversupply, especially in new developments in Lusail and Msheireb, which led to high vacancy and rental deflation. However, infrastructure improvements and a renewed demand from logistics, professional services, and technology sectors helped stabilize occupancy in well-located, quality commercial buildings.[140] In 2025H1, rental levels showed early signs of stabilization, with pricing pressure easing in prime submarkets even as secondary locations continued to face challenges. Offering the most cost-competitive rates in the GCC, Bahrain's annual commercial lease rates dropped from USD194 to USD 162 per sq.m between 2019 and 2024. This represented the steepest decline, with a negative CAGR of 3.5%. (see exhibit 3.6). The correction primarily reflects persistent vacancies in older commercial stock, tenant consolidation in established areas such as Seef, and cost-driven decision-making among occupiers. While submarkets like the

[138] Source: “UAE real estate outperforms global markets in H1 2025: Report” Cushman & Wakefield, 22 July 2025
[139] Source: “Oman Property Market Q1 2025”, Savills
[140] Source: “Emerging Wealth Hub Series Doha Edition”, Knight Frank

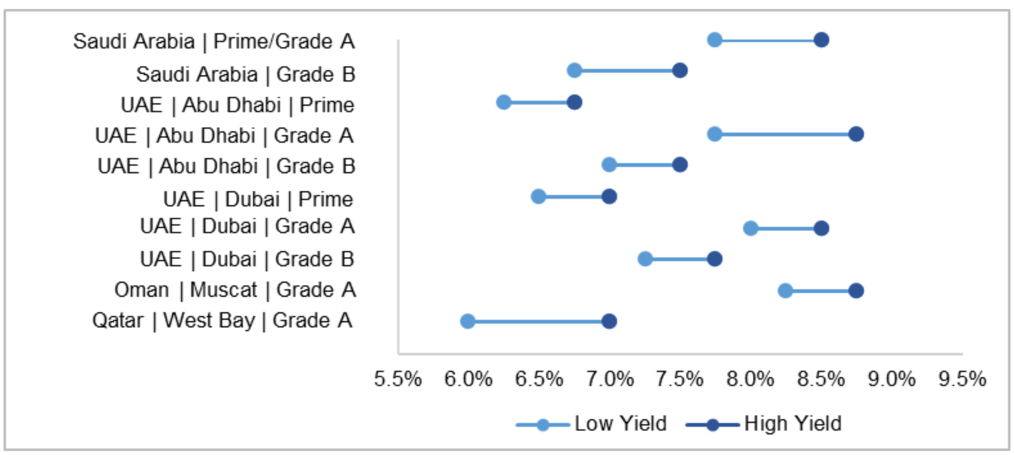
Diplomatic Quarter continue to attract focused interest, overall demand remains relatively muted compared to larger regional peers.[141] Kuwait recorded annual lease growth over the five-year period, with a CAGR of 2.5% (see exhibit 3.6). The increase was underpinned by relatively limited new supply, continued leasing activity from government agencies, financial institutions, and family businesses, and sustained occupancy levels in established commercial districts. These factors contributed to price stability and a gradual upward movement in leasing rates.[142] Looking ahead, 2025H1 reinforces a divergent outlook across GCC commercial markets. Land and rental rates in Dubai and Abu Dhabi are expected to continue rising, supported by sustained occupier demand, limited availability of high-quality space, and active development pipelines. The UAE is likely to maintain firm leasing momentum through 2025, while Saudi Arabia is expected to experience a comparatively more moderate pace of commercial leasing growth as new supply enters the market. In contrast, Oman, Qatar, and Bahrain are projected to remain tenant-friendly in the near term, with rental performance largely dictated by location quality and absorption of existing stock.

3.4. GCC Commercial Rental Yields 2024

Over 2019–2024, commercial rental yields across the GCC remained stable, supported by selective tenant demand and cautious project rollouts. Many companies moved into the region's top-rated green-certified office buildings, lowering vacancy levels in key cities such as Dubai, Abu Dhabi and Riyadh. Most new office developments entered the market only after securing anchor tenants, which ensured that supply was delivered in smaller, pre-leased phases rather than through speculative launches. At the same time, governments introduced clearer lease indices, launched public data portals that provided market-related information, and updated ownership rules. These measures improved transparency and helped the GCC market stay resilient. [143]

Over 2019–2024, commercial rental yields across the GCC remained stable, supported by selective tenant demand and cautious project rollouts

Exhibit 3.7: Commercial space rental yield in Saudi Arabia and UAE (2024)



Source: JLL

[141] Source: "Bahrain Real Estate Market Review H2 2024", CBRE
[142] Source: "Abu Dhabi Office Market Research 2019-24", JLL
[133] Source: "Factors Contributing to the Rising Need for Grade A Office Spaces for Rent in Abu Dhabi", International Business Magazine, 7 February 2025
[143] Source: "Abu Dhabi Office Market Research 2019-24", JLL

Investor Yields Remain Strong Amid Demand for ESG-Compliant Assets

Saudi Arabia's commercial rental yields in 2024 witnessed strong performance driven by an influx of multinational firms establishing regional headquarters mainly in Riyadh and Jeddah

Saudi Arabia's commercial rental yields in 2024 witnessed strong performance driven by an influx of multinational firms establishing regional headquarters mainly in Riyadh and Jeddah. Prime and Grade A properties, particularly in free zones and new business districts, achieved yields of 7.5%–8.5%. Meanwhile, upgraded Grade B properties in more peripheral areas offered a higher return of 8%–9%, though with increased risk. The market also saw a strong preference for modern, ESG-compliant offices, which helped drive up rents.[144] Vision 2030 initiatives, including NEOM and Red Sea Global, have further stabilized the market by enhancing infrastructure and making investment more attractive.[145] In the UAE, prime yields were in the 6–7% range for Dubai and around 7% for Abu Dhabi, while Grade B yields extended up to 9%. In Dubai, demand concentrated in select free zones and LEED-certified buildings leading to yield compression in Grade A segments. As a result, several investors pivoted towards repositioning strategies targeting Grade B assets to access higher returns.[146] Abu Dhabi's stable delivery volumes and strong government tenancy preserved yield margins.[147] Investors increasingly differentiated between new ESG-compliant assets with strong tenant covenants and legacy stock, which is reflected in the yield spread across grades.[148]

In Oman, average commercial rental yields in 2024 were recorded at 8.5%. Yields in Muscat remained attractive for income-focused investors due to limited new supply and government-led tenant demand

In Oman, average commercial rental yields in 2024 were recorded at 8.5%. Commercial rental yields in Muscat remain attractive for income-focused investors due to limited new supply and government-led tenant demand.[149] Economic diversification under Vision 2040 is translating into steady commercial take-up, especially within logistics-adjacent zones and knowledge parks. Tenant-favorable lease structures persist, but the overall yield outlook is supported by a low development pipeline and demand from SMEs and professional services firms.[150] In Qatar, yields have stabilized due to structural absorption of existing stock following the 2022 World Cup, recording commercial rental yields in the range of 7% - 8%. The government has taken up significant space in redeveloped areas such as West Bay and Msheireb, which has helped mitigate downward pressure on yields. Policy reforms including digital leasing platforms and long-term tenancy frameworks have contributed to improved investor visibility and lower perceived risk. These factors are supporting stable to slightly improving yields in key commercial zones.[151] The commercial market of Kuwait in 2024 saw a higher demand for Grade A commercial space as owners have upgraded older buildings to benefit from stronger rents compared to mid-grade properties. This has led to almost full occupancy in renovated towers and slightly lower capitalization rates as more investors target these assets.[152] Regional banks and multinational companies have concentrated in prime areas, supporting steady rental yields even as returns have decreased due to heightened competition. In Bahrain, yields have stayed stable, helped by balanced supply and steady demand for flexible and co-working spaces. The growth of fintech and back-office activities has boosted demand for smaller commercial spaces, supporting stable yields. Bahrain's competitive cost base and ongoing economic reforms are strengthening its appeal to investors seeking steady income.[153]

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[144] Source: ""Saudi Arabia Commercial Market Overview Summer 2024", Knight Frank
[145] Source: ""Giga-projects fuelling real estate boom in Saudi Arabia", Arab News
[146] Source: "Dubai office prices, rents jump by 24% in first 3 months of 2025", Khaleej Times
[147] Source: "UAE Real Estate Market Review Q1 2025", CBRE
[148] Source: "The UAE's $700 Billion Play: Why Private Equity is Betting Big on Sustainability and Growth", Ainvest
[149] Source: "Office market sees increase in occupancy rates in Q3", The Peninsula
[150] Source: ""Ministry of Municipality Launches Enhanced Lease Contract Registration Service", Innovation Cafe
[151] Source: "Oman's Commercial Real Estate in 2025: The Surprising Growth Drivers Shaping the Next 5 Years", MLZ Taxes
[152] Source: "Projects National Bank of Kuwait", FosterandPartners
[153] Source: "Bahrain struggles to fill existing office space as supply grows: AGBI

As of 2025 H1, yield remained stable for the region, supported by strong demand for prime and ESG-compliant office assets and disciplined supply growth across key markets

As of 2024, commercial rental yields across the GCC had held firm, supported by disciplined supply growth and evolving tenant preferences for flexible and sustainability-aligned workspaces. While capital inflows and tenant clustering have led to some yield compression in prime assets, other segments of the market-specifically Grade B and refurbished properties-continue to offer compelling, risk-adjusted returns. Market transparency initiatives and rising institutional participation have collectively enhanced yield resilience across the region's commercial real estate landscape. As of 2025 H1, yield remained stable for the region, supported by strong demand for prime and ESG-compliant office assets and disciplined supply growth across key markets. In Saudi Arabia and the UAE, occupier demand from multinational firms and government-linked entities continued to support yield resilience in prime locations, while secondary locations offered relatively higher risk-adjusted returns amid ongoing repositioning activity.[154]

[154] Source: "GCC Office Market Review 2025", Knight Frank – please add dates of this publication
[154] Source: "Dubai Office Market Performance Q3 2025", Canvendish Maxwell

4. GCC Hospitality Real Estate Industry Overview

The hospitality real estate sector across the GCC has transitioned from a project driven expansion phase to a strategically integrated pillar of economic diversification. Even before the pandemic, the regional governments had placed tourism linked real estate at the centre of national growth plans, promoting large scale resort clusters, branded residences and destination infrastructure. Travel restrictions during the pandemic did disrupt project timelines, but it also accelerated policy and financing innovation with governments extending credit facilities, deferring land fees and encouraging private partnerships to sustain ongoing hospitality investments.[155]

Liberalized visa frameworks, new investment laws and ownership reforms expanded the base of foreign capital participating in hospitality assets

Post pandemic recovery efforts evolved into a broader transformation of the hospitality segment. Liberalized visa frameworks, new investment laws and ownership reforms expanded the base of foreign capital participating in hospitality assets.[156] GCC nations continue to invest heavily in expanding airport capacity and enhancing aviation infrastructure to strengthen regional connectivity and support the long-term growth of tourism-driven developments.[157] Concurrently, growth of the MICE and leisure events supported by the respective tourism boards has diversified travel demand beyond seasonal or religious peaks.[158] These factors converged to create a more resilient and experience driven market structure. Financing institutions increasingly viewed hospitality real estate as a viable asset class while developers integrated hotels, serviced apartments and entertainment zones into mixed use formats to optimize yield cycles.[159] As a result, the sector continues to expand through adaptive reuse projects, lifestyle oriented resort communities and partnerships between international operators and local investment funds.[160] The shift toward institutional investment and innovative ownership structures is increasingly shaping the GCC's hospitality real estate sector, with recent transactions and new operating models illustrating how developers and investors are diversifying capital deployment.

Across the GCC, hospitality investment is increasingly oriented toward assets and development models that offer recurring income, institutional participation, and operational resilience. In the UAE and Saudi Arabia, both listed and private capital are being deployed to acquire, reposition, or structure hotels in ways that align with long-term cash flow generation, including partnerships with global operators and alternative ownership or lease structures that broaden investor access to hotel returns. At the same time, new resort development is shifting from stand-alone projects toward integrated destination clusters planned around transport, leisure, and lifestyle infrastructure, supporting year-round demand and rate stability. Performance over 2023–24 further reinforced investor interest in well-located, demand-linked assets, particularly hotels aligned with convention, events, and corporate activity, where revenue growth has been driven more by rate expansion than by volume. Together, these trends indicate a hospitality sector

[147] Source: "Navigating the frontiers of "Hospitality Industry" in the Gulf Cooperation Council (GCC) Region", RBSA Advisors, December 2023
[148] Source: "GCC Hospitality Sector: Impressive Growth Supported by Strategic Investments", IMAP
[149] Source: "Tourism in the GCC", Roland Berger, 2022
[150] Source: "MENA hospitality market value set to top US$487 billion by 2032 amid unprecedented tourism expansion", HospitalityNet, 22 October 2025
[151] Source: "Regional hospitality growth under the spotlight at Arabian Travel Market 2025", WTM Global Hub, 19 February 2025
[152] Source: "MENA Tourism and Hospitality Industry 2025: Regional Growth, Investment Hotspots, and Market Outlook", Middle East Briefing, 29 October 2025

increasingly shaped by investment-led planning, institutional capital, and demand-aligned development rather than isolated, single-asset projects.[161]

The GCC's expanding tourism base has become a central catalyst for growth in the hospitality real estate sector, reshaping investment priorities, property development and asset performance across the region.[162] Across the GCC, continued expansion of airports, cruise terminals and entertainment districts is reinforcing regional connectivity and supporting long-term hospitality growth. In Dubai, these infrastructure investments have helped the city attract 18.72 million international overnight visitors in 2024, underscoring the maturity of its hospitality sector as a globally competitive real estate asset class.[163]

Supportive policy reforms, such as Saudi Arabia's expanded e-visa and the UAE's virtual work residence visa, have broadened visitor segments and encouraged longer stays and serviced apartment demand.[164] Sustained international arrivals and policy led diversification have translated into stronger hotel occupancy and yields across the region, reinforcing investor confidence in the sector.

The success of large-scale events, from Expo 2020 in Dubai to the FIFA World Cup in Qatar, has demonstrated the region's ability to convert tourism momentum into real estate performance, firmly positioning hospitality assets as a strategic pillar of economic diversification and foreign investment attraction.

4.1. GCC Hospitality Number of Keys Supply

GCC's hotel room capacity expanded steadily between 2019 to 2024, supported by a sustained pipeline of hospitality developments tied to national tourism strategies. This growth reflects the region's commitment to diversifying its visitor base, extending length of stay, and building infrastructure that could handle both peak-event surges and year-round demand.

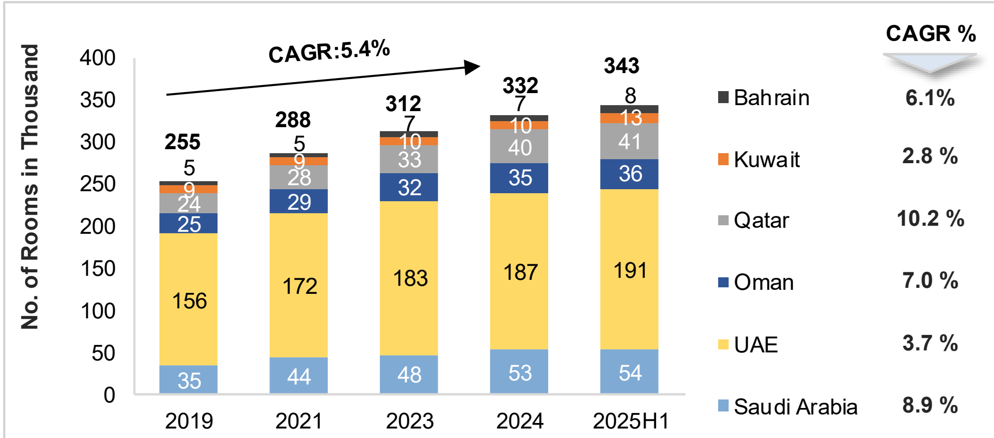
Investments were directed toward a balanced mix of luxury resorts, city hotels, and mixed-use projects, ensuring that room supply was in line with evolving market needs and long-term occupancy potential.

UAE recorded the highest growth in new hotel accommodations across the GCC, with room supply rising from 156,000 in 2019 to 191,300 in 2024, reflecting a CAGR of 3.7%

The UAE recorded the highest growth in new hotel accommodations across the GCC, with room supply rising from 156,000 in 2019 to 191,300 in 2024, reflecting a CAGR of 3.7%. This expansion was primarily driven by new additions in Dubai, further reinforcing the city's position as the region's leading global tourism hub. (see exhibit 4.1). Several other factors fueled this growth, including EXPO 2020, and policies promoting extended visits, collectively sustaining high demand. Further, Abu Dhabi saw its hotel capacity grow more modestly from 30,000 rooms in 2019 to 33,300 rooms in 2024, reflecting a CAGR of 1.7%.

[153]Source: "ALDAR TO INCREASE INVESTMENT IN RAS AL KHAIMAH TO AED 1.5 BILLION WITH ACQUISITION OF RIXOS BAB AL BAHR", Aldar, 01 April 2022
[153] Source: "Riyad REIT inks deal with Marriott International to operate Burj Rafal Hotel", Zawya, 05 February 2020
[153] Source: "Where Innovation Meets Adventure and Heritage: Six Senses Southern Dunes, The Red Sea Officially Opens
[159] Source: "GCC Hospitality Sector: Impressive Growth Supported by Strategic Investments", IMAP
[160] Source: "Insights: Dubai's hospitality sector is coming of age", Gulf Business, 7 August 2025
[161] Source: "Saudi Arabia Expands Visitor e-Visa to Include 63 Countries", Saudi Press Agency, 17 October 2023 and "Residence visa for working outside the UAE", U.AE Website

Exhibit 4.1: GCC Hospitality Real Estate Rooms (in '000s)



Sources: JLL, Knight Frank, CBRE, NCSI Portal, Aayan Real Estate

Note: Saudi Arabia includes figures for Riyadh, Jeddah and Dammam, UAE includes figures for Dubai and Abu Dhabi

Major drivers of this growth included cultural landmarks like the Louvre Abu Dhabi, ongoing developments on Saadiyat Island, and internationally recognized events

Major drivers of this growth included cultural landmarks like the Louvre Abu Dhabi, ongoing developments on Saadiyat Island, and internationally recognized events such as UFC Fight Island.[165] . In parallel, Saudi Arabia is executing its ambitious Vision 2030 tourism strategy, which has resulted in a rapid increase in hotel inventory. Riyadh spearheaded this expansion, achieving an approximate 7.9% CAGR and adding rooms from 16,384 in 2019 to 23,976 by 2024. Jeddah and Dammam similarly benefited from coastal development initiatives and a rise in leisure tourism.[166] Qatar increased its supply of hotel rooms from 24,562 rooms in 2019 to 40,000 by 2024, at a CAGR of 10.2%, largely driven by the FIFA World Cup 2022. Following the event, Doha's new hotel developments are now being strategically repurposed to support business, MICE, and family tourism, a key part of the National Tourism Strategy 2030.[167] With a 7.0% CAGR, Oman's hotel room count rose from 25,100 in 2019 to 35,285 in 2024 (see exhibit 4.1). This growth aligns with the nation's goal to boost tourism's share of GDP to 10%, focusing heavily on sustainability and environmentally friendly developments. Kuwait, on the other hand, expanded its inventory at a more measured 2.8% CAGR, adding 1,300 rooms for a total of 10,300 in 2024. Its growth remains anchored in a business-centric model, catering to conferences and luxury travelers. Bahrain boosted its hotel room capacity from 4,500 to 7,000 between 2019 and 2024, achieving a CAGR of 6.1%, driven by a focus on attracting weekend travelers, developing waterfront areas, and creating mixed-use resorts such as those planned for Hawar Island[168]

In 2025, GCC's hotel room capacity increased to 343,192 with an addition of 11,157 rooms from the previous year. Saudi Arabia led this growth by reaching around 53,800 rooms, supported by additions across Riyadh, Jeddah, and Dammam. The UAE followed with approximately 191,300 rooms, with Dubai and Abu Dhabi maintaining consistent growth. Among other markets, Qatar and Kuwait recorded the highest percentage increases, with room count rising to about 41,700 and 13,600 respectively, while Oman and Bahrain also posting moderate gains. Overall, the

[165] Source: "UAE Hospitality Market Dynamics Report (2019 to 2024)", JLL
[166] Source: "Saudi Arabia commercial market overview (2019 to 2024)", Knight Frank
[167] Source: "Real estate market review – Qatar (2019 to 2024)", Cushman & Wakefield
[164] Source: Qatar Tourism
[168] Source: "Real Estate Report 2024", Aayan Real Estate Company
[165] Source: NCSI Portal
[165] Source: "Bahrain Real estate Market review (2019 to 2024)", CBRE

GCC hospitality market in H1 2025 reflected healthy expansion, indicating sustained investor confidence and a strong tourism outlook across the region.

GCC Serviced Apartments Evolve into a Mainstream, Diversified Stay Format

In Saudi Arabia, regulatory reforms and investment activity accelerated supply, with licensed serviced apartments increasing from 1,182 in 2023 to 2,262 by Q4 2024

Across the period from 2019 to 2024, serviced apartments in the GCC underwent a significant shift. They evolved from being a niche corporate option to a mainstream stay format. This transformation was driven by travelers increasingly seeking larger units with kitchens for extended stays and project teams requiring more flexible housing solutions. Major events like the Expo 2020 in Dubai and the FIFA World Cup 2022 in Qatar also extended peak demand periods for this type of accommodation. In Saudi Arabia, regulatory reforms and investment activity accelerated supply, with licensed serviced apartments increasing from 1,182 in 2023 to 2,262 by 2024, reflecting a Y-o-Y growth of 91.2%. In the UAE, Dubai's hotel apartment inventory grew from 25,376 keys in 2019 to 26,369 in 2024, at a CAGR of 0.8%.

Across the rest of the region, Qatar's serviced apartment segment expanded from 8,117 keys in 2019 to 9,925 keys by 2024, achieving a CAGR of 4.1%. Growth was supported by longer average stays of 3.6 nights in 2024 and by the category's sharpest rise in 2021 as projects neared completion ahead of the World Cup. Oman maintained a smaller but active market, with openings such as Somerset Panorama Muscat in 2019 and Citadines Al Ghubrah in 2022 targeting medium stay business travelers and families. In Kuwait, the 2020 launch of Millennium Executive Apartments in Salmiya and the refurbishment of Marina Hotel's long stay wing in 2023 catered to corporate expatriates and visiting consultants linked to oil and infrastructure projects. Bahrain's market was reinforced by additions such as Fraser Suites Diplomatic Area in 2019 and the Gulf Executive Residences refurbishment in 2022, both serving Manama's financial district clientele and weekend leisure visitors from Saudi Arabia.[169]

The growth of serviced apartments across the GCC from 2019 to 2024 was shaped by longer average stays, project-based workforce demand, and regulatory reforms that eased development

The growth of serviced apartments across the GCC from 2019 to 2024 was shaped by longer average stays, project-based workforce demand, and regulatory reforms that eased development. Large scale events such as Expo 2020 and the World Cup 2022, alongside incentives in mixed use projects, helped developers incorporate serviced apartment components. By offering flexibility and stable occupancy, the segment evolved into a yield supportive asset class. Overall, UAE and Qatar retained the largest inventory pools, while Saudi Arabia expanded most rapidly from a smaller base as reforms drew long stay visitors and relocating teams.

[169] Source: "2024 Annual PERFORMANCE REPORT", Qatar Tourism
[169] Source: "Citadines makes its debut in Oman", Business Traveller
[169] Source: "Marriott Executive Apartments debuts in Kuwait", Business Traveller
[169] Source: "Gulf Executive Residence", Official Website

GCC Hospitality Accommodation Preference

The accommodation landscape across the GCC has transformed dramatically since 2019. Once defined by large, luxury hotels in business districts like Downtown Dubai and Doha's West Bay, the market has diversified into a rich mix of options, driven by shifting traveler demands and ambitious national tourism strategies. The pre-pandemic era was characterized by big brands and business travel, where scale was a symbol of quality. But as travelers began to seek more personal and local experiences from 2021 onwards, urban cores adapted. The result was a new wave of smaller, more intimate properties. In Dubai, heritage concepts around Al Seef and the Creek blended traditional architecture with waterfront souqs, while Doha's Msheireb Downtown regeneration introduced design-led boutique hotels near cultural venues. These developments broadened the appeal of city centers, linking cultural itineraries with city breaks and supporting occupancy beyond midweek corporate demand. [170]

The post-2021 period also witnessed the increasing importance of serviced apartments. As corporate projects, medical trips, and relocations became more common, travelers opted for the comfort and convenience of apartment layouts

The post-2021 period also witnessed the increasing importance of serviced apartments. As corporate projects, medical trips, and relocations became more common, travelers opted for the comfort and convenience of apartment layouts. In Riyadh, branded apartments along Northern Ring Road and King Fahd Road offered the perfect solution for families and project teams, creating a steady, year-round base of demand and improving visibility for operators. This period also marked the expansion of luxury beyond cityscapes. By 2022, new luxury resorts emerged in nature and wellness settings. From Saudi Arabia's Red Sea destination to Oman's Alila Hinu Bay and Alila Jabal Akhdar, these properties opened new leisure corridors, allowing operators to command higher rates during cultural and holiday peaks.[171]

Alternative models, supported by clearer regulatory frameworks, also began to flourish. In the UAE, professionally managed holiday homes and villas provided much-needed capacity during peak seasons, helping to stabilize pricing. Meanwhile, in Bahrain and Oman, guesthouses and farm stays emerged as popular choices for intra-regional travelers seeking more authentic, place-based experiences.[172]

By 2024, the market had become highly segmented and strategic. Branded hotels continued to anchor central business districts, but the growth engine shifted to serviced apartments, lifestyle hotels, and integrated resort projects that support wider national tourism strategies. The result is a more resilient market, characterized by steadier occupancy, longer stays, firmer pricing, and a clear path towards a more diversified future.

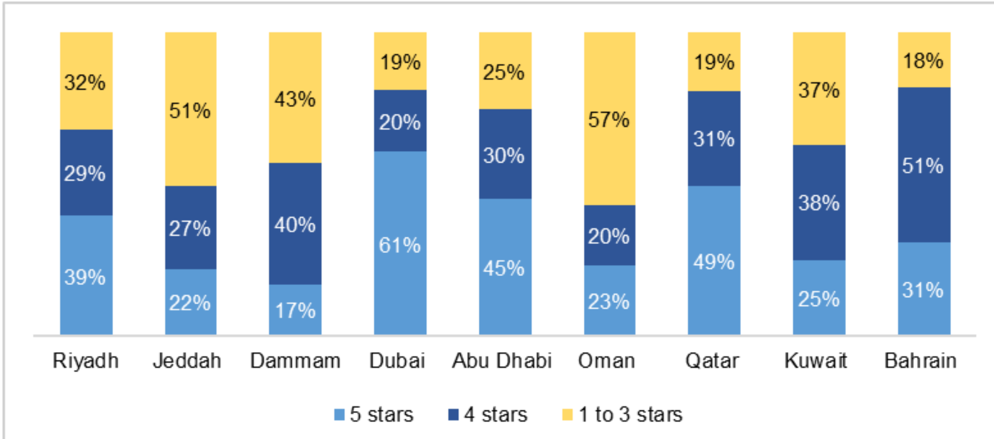
GCC Hotel segmentation by type in 2024

Hotel segmentation in the GCC reflected each city's target demand and pricing tier. Five-star properties delivered larger rooms, multiple restaurants, meeting space, and resort or spa facilities, and recent additions included Atlantis The Royal in Dubai in 2023 and the twin Raffles and Fairmont openings in Doha in 2022. Four-star hotels served business and family trips at moderate prices, with examples such as Hilton Abu Dhabi Yas Island in 2021 and The WB Abu Dhabi in 2021 supporting cultural and entertainment tourism. One-to-three-star supply met price sensitive and longer stay demand through limited services and apartment style layouts, illustrated by Radisson and Holiday Inn Express additions in Riyadh and Jeddah during 2022 and 2023 and by Citadines Al Ghubrah in Muscat in 2022. Collectively, this multi-tiered approach

[167] Source: "Msheireb Downtown Doha records exceptional Eid Al Fitr 2025 performance", Zawya
[168] Source: "Ladun Investment and Cheval Collection partner for new development in Riyadh", World Construction Network
[169] Source: "The Role of Traditional Guesthouses in Tourism Development in Oman", ResearchGate

demonstrates how GCC cities are successfully balancing their iconic luxury branding with a purposeful expansion into the midscale and economy tiers, providing depth to the market.[173]

Exhibit 4.2: GCC Hotel Segmentation by Type as of 2024



Sources: JLL, Knight Frank, CBRE, NCSI Portal, Aayan Real Estate

Dubai's status as a premier luxury destination is underscored by 61% of its hotels being five-star. This high concentration supports its global brand, drawing international travelers with its world-class events, luxury retail, and top-tier infrastructure. Abu Dhabi, with 45% five-star properties, consistently targets cultural and premium tourism, exemplified by attractions such as Saadiyat Island, the Louvre Abu Dhabi, and the Formula 1 circuit. Meanwhile, Riyadh's 39% share of luxury hotels aligns with its Vision 2030 ambitions to become a global business and leisure center, attracting both affluent tourists and corporate visitors. In contrast, Jeddah and Dammam show a greater tilt towards the midscale and economy segments, with 51% and 43% of its hotel supply in the 1 to 3-star categories, respectively. This distribution supports growing domestic tourism and regional travelers seeking affordable accommodation. The moderate share of four-star hotels in cities like Riyadh (29%) and Abu Dhabi (30%) also reflects a balanced strategy to attract both leisure and business segments while maintaining luxury as a key differentiator.

Qatar leads with a dominant luxury hotel presence, where 49% of its supply being 5-star and 4-star accounting for 31% share

In 2024, the hotel supply segmentation across other GCC countries reveals distinct market focuses shaped by each country's tourism strategy. Qatar leads with a dominant luxury hotel presence, where 49% of its supply being 5-star and 4-star accounting for 31% share, reflecting its significant post-FIFA World Cup 2022 investments, aiming to establish Qatar as a premium global destination. This luxury emphasis aims to position Qatar as a premium global destination. In contrast, Oman's hotel landscape is skewed towards the budget segment, with 57% of hotels falling in the 1 to 3-star category, reflecting Oman's focus on attracting diverse tourists seeking affordable cultural and eco-tourism experiences aligned with its Vision 2040. Kuwait presents a more balanced profile, with a strong 4-star share at 38% and 37% in the budget segment, catering to both business and leisure travelers who prefer mid-range options. Bahrain's hotel market is primarily made up of 4-star hotels (51%), reflecting its focus as a regional business hub where comfort and quality are prioritized over extreme luxury or budget options. Reflecting

[173] Source: "The Ascott Limited debuts Citadines Al Ghubrah Muscat" Hospitality News Middle East, 7 March 2022
[173] Source: "IHG reaches deal for 12 Holiday Inn Express hotels in Saudi Arabia" Business Travelers, 18 May 2023
[173] Source: "Radisson Hotel Group continues strong growth trajectory in Saudi Arabia ahead of Future Hospitality Summit 2025" Radisson Hotels Press Release

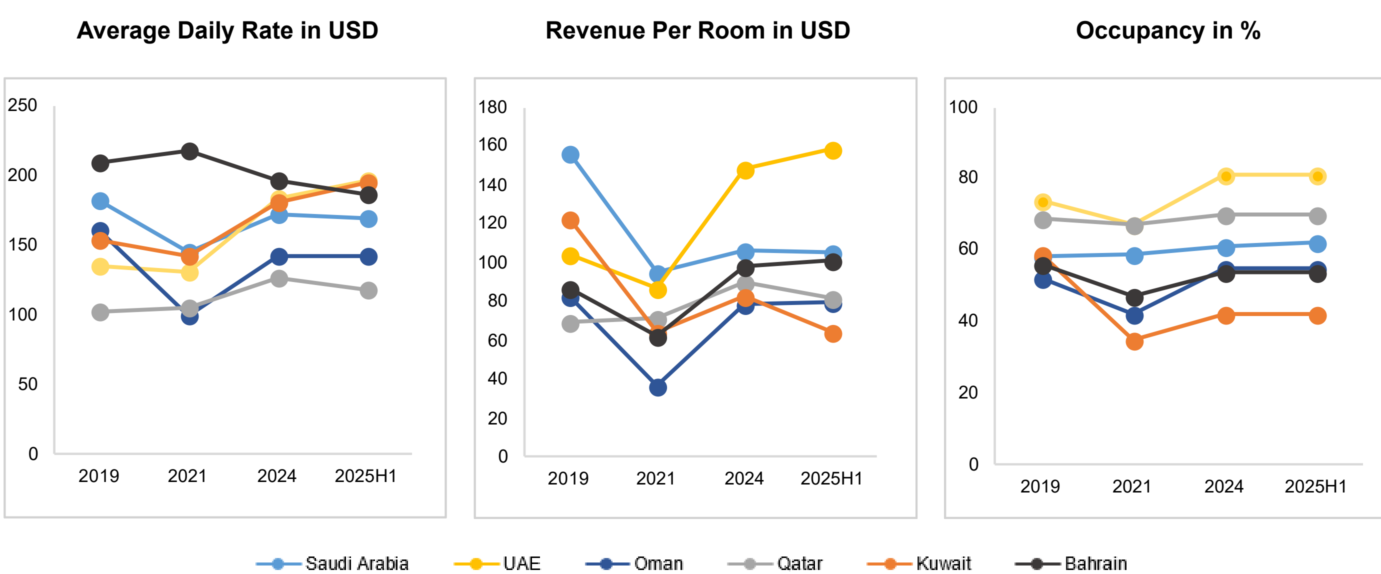
differing strategies and target markets, Qatar focuses on high-end tourism, Oman on budget-friendly options, while Kuwait and Bahrain maintain a balanced approach.[174]

4.2. GCC Hospitality Real Estate KPIs

ADR grew at a CAGR of 3.5% between 2019 to 2024, recovering from the sharp drop in 2020

The GCC hospitality sector showcased remarkable resilience and recovery from 2019 to 2024. While the pandemic caused significant disruptions, key performance indicators (KPIs) trended upward. The Average Daily Rate (ADR) grew at a CAGR of 3.5% between 2019 to 2024, recovering from the sharp drop in 2020. However, Revenue Per Available Room (RevPAR) improved at a slower pace, posting a CAGR close to 1.8% in the same period. Among the GCC countries, the UAE led ADR growth with a strong CAGR of roughly 6.3%, increasing from USD 134 in 2019 to USD 184 in 2024. The UAE solidified its position as a regional powerhouse, leading to the recovery with a robust 6.3% CAGR in ADR and a remarkable 7.6% CAGR in RevPAR between 2019 to 2024. This strong performance was underpinned by a significant increase in occupancy, which reached 81% in 2024. Other nations, such as Saudi Arabia, showed moderate growth, while Kuwait's slower recovery highlighted challenges in attracting leisure tourism. The FIFA World Cup created a temporary surge for Qatar, but its overall long-term growth remained flat, underscoring the importance of sustained tourism drivers beyond major events.

Exhibit 4.3: GCC Hospitality Real Estate KPIs



Sources: Knight Frank, JLL, CBRE

Note: Saudi Arabia includes figures for Riyadh, Jeddah and Dammam, UAE includes figures for Dubai and Abu Dhabi

Saudi Arabia's hospitality sector experienced steady but measured growth, supported by Vision 2030 initiatives, large-scale urban development, and rising domestic tourism. ADR declined at -1.1% CAGR from USD 182/night, while RevPAR fell by -7.5% CAGR to USD 106. Occupancy, however, increased from 58% in 2019 to 62% in 2024 (see exhibit 4.3). In recent years, the

[174] Source: Agoda Hotel Aggregator
[171] Source: Dubai Economy and Tourism
[171] Source: Abu Dhabi Department of Culture and Tourism
[171] Source: Ministry of Tourism Saudi Arabia
[171] Source: Qatar Tourism

Saudi Arabia's hospitality sector experienced steady but measured growth, supported by Vision 2030 initiatives, large-scale urban development, and rising domestic tourism

sector has faced downward pressure on achieved room rates and overall RevPAR, despite attempts at demand recovery. Heightened supply competition has been a key factor: 2023 saw the peak delivery of delayed hotel projects, intensifying intra-market competition and limiting pricing power in many cities (STR). Oversupply in major urban markets continues to weigh on both rates and occupancy. Additionally, aggressive room expansion, particularly in non-core or emerging tourism areas has led to internal rate cannibalization, forcing hotels to discount to attract guests, which further depresses ADR[175]. At the city level, Riyadh's ADR grew at a 4.5% CAGR from USD 180 in 2019 to USD 226 in 2024, while RevPAR more than doubled from USD 67 to USD 135, a strong 15.4% CAGR, reflecting recovery from pandemic lows. Occupancy reached 60% in 2024.[176] Jeddah showed moderate growth, ADR rose to 2.6% CAGR to USD 188, RevPAR grew to 3.5% CAGR to USD 123, and occupancy increased to 65% in 2024 from 55% in 2019. In contrast, Dammam's hospitality market reflected a more stable, business-driven profile. ADR declined slightly at 0.8% CAGR, from USD 107 to USD 103, while RevPAR fell at about 2.0% annually to USD 61. Occupancy dipped marginally, around 59% in 2024 from 60% in 2023, reflecting steady demand from industrial and energy sectors rather than leisure growth.[177]

The UAE's hospitality sector led the GCC in growth from 2019 to 2024, propelled by strong performance metrics. ADR increased at an impressive 6.4% CAGR to reach USD 184. RevPAR growth was even more pronounced at 7.2% CAGR, reaching USD 148, driven by luxury tourism, premium positioning, and major global events like Expo 2020 and Conference of Parties (COP28). Occupancy rates saw a consistent annual improvement stabilizing at 81% (see exhibit 4.3). Dubai was the main growth engine, with ADR rising at 8.5% CAGR to over USD 209 and RevPAR increasing 8.7% annually to USD 169. The post-2020 occupancy recovery was particularly notable, jumping from 47% in 2020 to 81% in 2024, a testament to Dubai's effective campaigns, such as "World's Coolest Winter," and its thriving MICE sector.[178] Abu Dhabi recorded steady but more measured growth, with its ADR climbing at 7.8% CAGR to over USD 159 and RevPAR rising at 8.5% CAGR. Occupancy improved to around 80% in 2024 from 72% in 2023, supported by cultural and corporate visitor segments drawn to unique offerings like the Louvre Abu Dhabi and Formula 1 events.[179]

The performance of hospitality markets in the rest of the GCC region has been varied, reflecting each nation's unique strategies and external events

The performance of hospitality markets in the rest of the GCC region has varied, reflecting each nation's unique strategies and external events. Qatar's hospitality KPIs experienced significant volatility, due to the 2022 FIFA World Cup. While the event drove ADR to a high of USD 203 in 2022, a post-event normalization saw it settle at USD 127 in 2024. Despite this, RevPAR and occupancy saw growth, with RevPAR increasing at a 5.4% CAGR to USD 90 and occupancy rose to 70% in 2024 from 58% in 2023 (see exhibit 4.3). Qatar is now focused on leveraging its investments in MICE events, sports infrastructure, and regional connectivity to sustain tourism growth. Oman and Kuwait experienced marginal softening in ADR, with CAGR movements of -2.5% and -1.2%, respectively, between 2019 and 2024. RevPAR followed a similar trend, moderating by 1.2% in Oman and 7.6% in Kuwait. Bahrain witnessed decline in ADR performance by CAGR of 1.2% and RevPAR increasing by 2.4% during the same period (see exhibit 4.3). This reflects a concentrated, high-yield visitor short-stay visitor base, primarily from weekend travelers from Saudi Arabia and seasonal events like Formula 1 and shopping festivals.

[175] Source: "Saudi Arabia Hospitality Real Estate Market Overview" 6W research
[176] Source: "Riyadh hotels post highest February occupancy since 2008", STR, 14 March 2023
[177] Source: "Saudi Arabia Hospitality Market Review - Q3 2023", CBRE
[178] Source: "Dubai hospitality report 2022", KPMG United Arab Emirates
[179] Source: "Abu Dhabi hotel occupancy reached August high", STR, 11 September 2024

To address occupancy challenges, Bahrain is investing in new beachfront developments and entertainment venues aimed at lengthening stays.[180]

In H1 2025, the GCC hospitality sector showed mixed performance across countries. The UAE led the region, with Dubai recording 81% occupancy and an ADR of USD 205, driven by strong international arrivals of 9.9 million visitors during the period. Saudi Arabia maintained healthy pricing of ADR USD 170, occupancy 62%. Qatar followed with 70% occupancy and ADR of USD 118, reflecting stable but price-sensitive demand. Bahrain and Kuwait followed the occupancies near 54% and 42%, respectively, despite relatively high ADRs USD 187 and USD 195.

[180] Source: Bahrain Economic Development Board

5. GCC Retail Real Estate Industry Overview

The retail real estate sector across the GCC has been shaped by a combination of large scale pre pandemic development and post pandemic repositioning focused on sustaining footfall and tenant performance.[181] In key GCC cities, the pre COVID period saw significant additions to organized retail space, with Riyadh's retail stock reported at approximately 2.87 million square metres of GLA as at Q1 2021.[182]

The pandemic period significantly disrupted retail market fundamentals across the GCC. By the end of H1 2021, retail rents continued to correct by approximately 4% to 12% year on year across several markets, while retailers remained engaged in negotiations to restructure tenancy agreements and secure additional rent free periods.[183] As markets normalized, retail destinations in the region increasingly emphasized the combination of retail and entertainment under one roof, with malls evolving into social venues rather than only shopping destinations.[184]

In the UAE, retail leasing performance in core locations improved, with average retail rents reported to have increased by 11% y-o-y in 2024 in Abu Dhabi and 16% in Dubai

In the UAE, retail leasing performance in core locations improved, with average retail rents reported to have increased by 11% y-o-y in 2024 in Abu Dhabi and 16% in Dubai, supported by a supply and demand imbalance in the retail market.[185] Whereas in Saudi Arabia, performance has been uneven across cities, with retail space in Riyadh maintaining high occupancy and vacancy reported at 8%, while Jeddah's retail space posted a 14% vacancy rate, and Dammam reported a vacancy rate of 10% respectively.[186]

Retail destination development in Saudi Arabia is closely aligned with national economic priorities, with strengthening the retail sector, including the expansion of shopping destinations, positioned as a key objective under the Vision 2030 program. Riyadh is at the forefront of this transformation, with mall rents increasing by approximately 4% year on year and around 2.2 million square metres of new retail space planned for delivery by 2030.[187]

5.1. GCC Retail Real Estate Supply

GCC's retail real estate market has demonstrated robust growth, with a CAGR of 5.8% from 2019 to 2024, expanding its total GLA from 15.8 million sqm to 20.4 million sqm. This growth has been supported by ongoing urban development, higher consumer spending, and changing shopping habits. The COVID-19 pandemic temporarily slowed construction and reduced mall visitors, but the market began to recover in late 2021, helped by high vaccination rates, the return of international tourists, and stronger spending. The strategic focus has since shifted from a purely quantitative growth model to a qualitative one, emphasizing unique shopping experiences, optimized tenant mixes, and the integration of digital capabilities.

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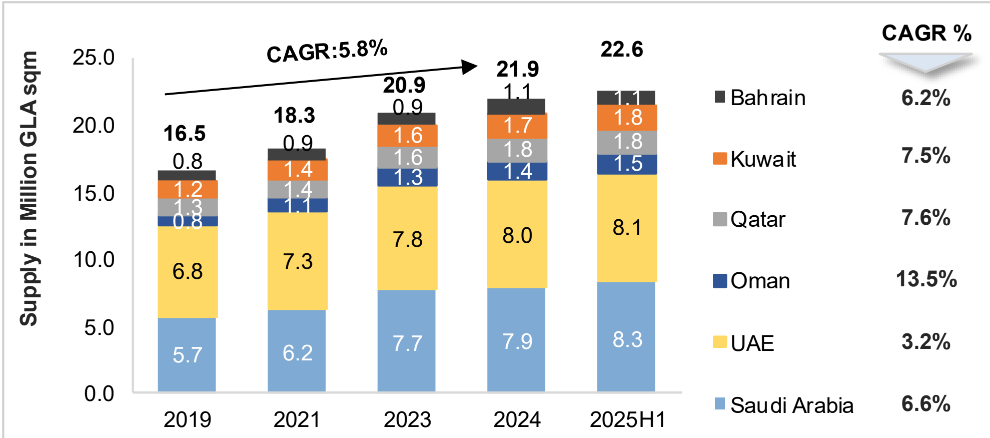
[181] Source: "GCC Real Estate Update", Kamco Invest, August 2021
[182] Source: "Saudi Arabia Real Estate Market Review", Knight Frank, Q1 2021
[183] Source: "GCC Real Estate Update", Kamco Invest, August 2021
[184] Source: "'Retailtainment' shaping growth of shopping malls in Saudi Arabia", Arab News, 07 June 2025
[185] Source: "UAE Hospitality Market Dynamics Report (2019 to 2024)", JLL
[186] Source: "Saudi Arabia Retail Market Overview Autumn 2024", Knight Frank
[187] Source: "'Retailtainment' shaping growth of shopping malls in Saudi Arabia", Arab News, 07 June 2025

Exhibit 5.1: GCC Retail Real Estate Supply in million GLA sqm



Sources: JLL, Knight Frank, CBRE, Cushman & Wakefield, Aayan Real Estate
Note: Saudi Arabia includes figures for Riyadh, Jeddah and Dammam, UAE includes figures for Dubai and Abu Dhabi. Oman data is excluded

Despite new competition, the UAE remains GCC's retail powerhouse. The country's GLA increased from 6.8 million sqm in 2019 to 8.0 million sqm in 2024 at a CAGR of 3.2%

The Kingdom's retail GLA expanded from 5.7 million sqm in 2019 to 7.9 million sqm in 2024, at a CAGR of 6.6% (see exhibit 5.1). Riyadh led this growth, going from 2.8 million sqm in 2019 to 4.0 million sqm in 2024 exhibiting CAGR of 7.4%. The period between 2021 and 2022 saw a notable 20% year-on-year surge, following the pandemic-induced slowdown. Growth has been driven by rising local demand and Vision 2030's focus on expanding retail and leisure. Developers like Arabian Centres Company (Alhokair Group), Kinan International, Riyadh Front Development Company, and Roshn have introduced mid-to-premium brands such as Zara, Mango, Sephora, and Starbucks.[188] The acquisition of Riyadh Front by Roshn in 2022 underscores this trend towards creating large-scale, open-air, mixed-use destinations.[189] Despite new competition, the UAE remains GCC's retail powerhouse. The country's GLA has increased from 6.8 million sqm in 2019 to 8.0 million sqm in 2024 at a CAGR of 3.2%. Dubai accounts for most of this, exhibiting a CAGR of 3.7% to reach 4.8 million sqm in 2024 period buoyed by the continuous evolution of world-class destinations like Dubai Mall and Mall of the Emirates.[190] Developers like Emaar Malls and Majid Al Futtaim are setting the standard by curating a diverse range of luxury, lifestyle, and family-oriented experiences.[191] In Abu Dhabi, Aldar Properties has likewise focused on developing destinations like Yas Mall, focusing on family-friendly and entertainment-led retail.[192]

Oman's retail market recorded steady but comparatively moderate expansion over the period. Retail GLA increased from around 1.2 million sqm in 2019 to approximately 1.8 million sqm in 2024, supported primarily by Muscat (see exhibit 5.1). Growth was driven less by large-scale destination malls and more by the expansion of community-oriented and value-focused retail formats catering to price-sensitive consumers. Developers such as Al Taher Group, through Avenue Mall, Majid Al Futtaim via City Centre Muscat focused on practical layouts anchored by supermarkets, mid-market fashion, dining, and everyday services rather than luxury-led

[188] Source: "Arabian Centres adds Alshaya brands from Starbucks to Jo Malone", Arab News, 06 July 2021
[189] Source: "Saudi developer ROSHN acquires Riyadh Front to expand its footprint", Arab News, 12 August 2025
[190] Source: "Emaar Announces AED 1.5 Billion Expansion of Dubai Mall", EMAAR Website, 04 June 2024
[191] Source: "Majid Al-Futtaim embarks on $1.4bn revamp of Mall of Emirates", Arab News, 20 April 2025
[192] Source: Aldar Website

concepts.[193] Kuwait's GLA rose from 1.2 million sqm in 2019 to 1.7 million sqm in 2024 exhibiting CAGR of 7.5%. Key players like Mabanee (The Avenues), Tamdeen Group (360 Mall, Al Kout Mall), and Alshaya Group are focusing on premium zones and lifestyle clusters. In Qatar, retail space increased from 1.3 million sqm to 1.8 million sqm over the same period, growing at 7.6% CAGR. Landmark developments such as The Pearl-Qatar, Doha Festival City, and Ezdan Mall have strengthened the market, with post-World Cup momentum fueling demand for local designer brands and experiential formats. Bahrain's GLA rose from 0.8 million sqm to 1.1 million sqm, achieving a CAGR of 6.2%, supported by developers like Seef Properties, Majid Al Futtaim, and Al Rashid Group, who are creating community-focused malls that integrate retail with leisure and convenience. In contrast, Oman's retail expansion experienced moderate growth, with developers such as Al Jarwani Group (Muscat Mall), Majid Al Futtaim (City Centre Muscat), and Tilal Development Company targeting mid-tier and affordable retail formats to serve value-conscious consumers.

By H1 2025, GCC's retail GLA rose to 22.6 million sqm, reflecting sustained project completions. Saudi Arabia continued to drive regional growth, expanding to 8.3 million sqm as new mixed-use and lifestyle developments entered the pipeline. The UAE retail base increased to 8.1 million sqm. Qatar and Kuwait each reached 1.8 million sqm, consolidating gains from premium and destination-led retail formats, while Bahrain's GLA reached at 1.1 million sqm. The overall trend indicates a shift from rapid expansion to measured growth.

5.2. GCC Retail Real Estate Annual Average Lease Rates

Retail lease rates across major cities of Saudi Arabia and the UAE have followed diverse trajectories, shaped by the effects of COVID-19, regional economic shifts, and government-led efforts

During 2019 to 2024, retail lease rates across major cities of Saudi Arabia and the UAE have followed diverse trajectories, shaped by the effects of COVID-19, regional economic shifts, evolving supply-demand dynamics, and government-led efforts to enhance tourism and retail infrastructure. As a top global retail hub, Dubai's market has demonstrated remarkable resilience, supported by its extensive portfolio of iconic malls and vibrant retail experiences. While annual lease rates saw an adjustment (exhibit 5.3) from USD 1,252 per sqm in 2019 to USD 1,074 per sqm in 2023, the market gained strong momentum in 2024 with annual lease rates reaching USD 1,246 per sqm, signaling renewed demand from fashion and F&B sectors, coupled with a limited supply of quality retail space in core areas. Downtown Dubai, Mall of the Emirates, and Dubai Marina remain top choices for high-end retail leasing, reflecting their premium status. Conversely, International City and Deira offer more affordable options, attracting diverse retail concepts and budgets.

[193] Source: "Construction Upgrade of Oman Avenues Mall on schedule says Al Taher Group" ME Construction News, 27 May 2022
[193] Source: "Mall of Oman set to deliver entertainment offering 'first' in the Gulf" Arabian Business, 28 June 2021

Exhibit 5.2: GCC Retail Real Estate Annual Lease rate in USD/sqm

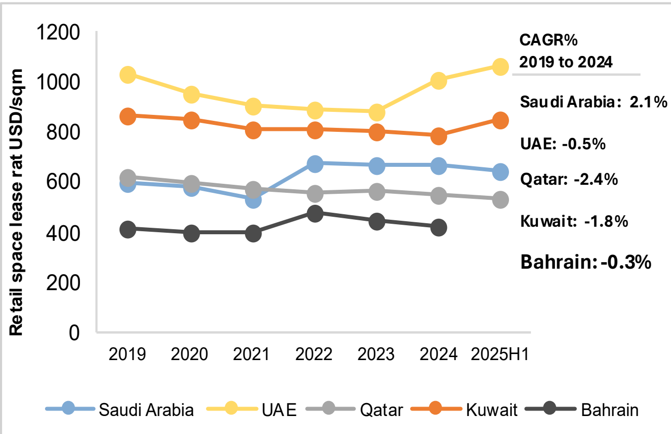
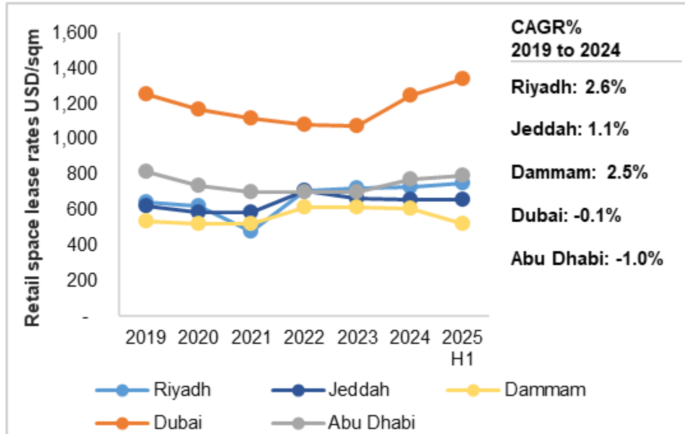


Exhibit 5.3: Retail Annual Lease rate for major cities in Saudi Arabia and UAE in USD/sqm



Source: Knight Frank, Savills, JLL, CBRE, Cushman and Wakefield, KPMG, Aayan Real Estate

Note: Saudi Arabia includes figures for Riyadh, Jeddah and Dammam, UAE includes figures for Dubai and Abu Dhabi. Data for Oman and Bahrain 2025H1 excluded.

Abu Dhabi's retail market followed a more stable trajectory, with lease rates reaching USD 775/sqm in 2024 from USD 817/sqm in 2019 reflecting a measured rebound driven by improving demand and limited prime supply. This recovery was driven by supply-demand imbalances and a limited availability of high-quality retail space in core areas (see exhibit 5.3). Premium destinations such as The Galleria Al Maryah Island and Marina Mall commanded the highest leases, whereas retail spaces in peripheral districts like Mussafah and Mohammed Bin Zayed City offered more affordable lease rates.[194] Riyadh also experienced a strong rebound following a dip in 2020 and 2021, with lease rates increasing from USD 480 per sqm in 2021 to USD 730 per sqm in 2024 (see exhibit 5.3). Key corridors such as King Fahd Road, Olaya, and Riyadh Front have emerged as top-tier retail zones, whereas districts like Al Suwaidi and Al Shifa continue to offer more accessible leasing opportunities. Jeddah's retail market showed notable fluctuations, with lease rates peaking at USD 712 per sqm in 2022 before stabilizing at USD 657 per sqm in 2024. These changes were driven by uneven demand across retail formats, with super-regional malls like Red Sea Mall and Mall of Arabia outperforming smaller venues. Premium retail activity is concentrated along Tahlia Street and the Corniche, while areas such as Al Safa and Al Marwah offer more affordable alternatives. Dammam, by contrast, displayed steady and consistent growth, with lease rates rising from USD 524 per sqm in 2021 to USD 607 per sqm in 2024. The city's stable retail environment is supported by dependable demand, with prime locations like Al Shatea and King Saud Street commanding higher leases, and emerging neighborhoods such as Al Faisaliyah providing more cost-effective options.[195]

From 2019 to 2024, retail lease trends across Qatar, Kuwait, Bahrain, and Oman reflected diverse market dynamics

From 2019 to 2024, retail lease trends across Qatar, Kuwait, Bahrain, and Oman reflected diverse market dynamics. Qatar and Bahrain experienced adjustments following periods of heightened activity, while Kuwait maintained a steady performance.

In Qatar, annual retail lease rates declined steadily from USD 624 per sqm in 2019 to USD 551 per sqm in 2024, following an oversupply of retail space that emerged especially after the FIFA World Cup 2022, which had temporarily boosted demand (see exhibit 5.2). While landlord

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[194] Source: "UAE Hospitality Market Dynamics Report (2019 to 2024)", JLL
[191] Source: "UAE Office, Retail & Industrial Market Review Q3 2023" CBRE
[195] Source: "Saudi Arabia commercial market overview (2019 to 2024)", Knight Frank
[192] Source: "Saudi Arabia Real Estate Market Review Q2 2023", CBRE

optimism during events such as the AFC Asian Cup in early 2024 caused temporary spikes in leases, rates later adjusted as market fundamentals reasserted themselves. Prime retail locations like The Pearl Qatar, Lagoona Mall, and City Center Doha continue to command the highest lease rates, whereas areas such as Al Wakrah and Al Rayyan offer more affordable leasing options.[196] In Kuwait, annual lease rates decreased from USD 865 per sqm in 2019 to USD 791 per sqm in 2024. However, the market proved resilient, with many commercial areas experiencing stable or even increasing leases, supported by favorable demographics, population growth, and strong tourism and income forecasts.[197]

Bahrain saw retail lease rates climb from USD 419 per sqm in 2019 to a peak of USD 478 per sqm in 2022, before moderating to USD 426 per sqm in 2024

Bahrain saw retail lease rates climb from USD 419 per sqm in 2019 to a peak of USD 478 per sqm in 2022, before moderating to USD 426 per sqm in 2024. This rise was driven by strong demand at premium malls such as Bahrain City Centre and The Avenues Mall Bahrain, which remain the most sought-after retail locations. However, saturation and mismatches between retail formats and demand have led to softer lease rates overall, prompting developers to focus on entertainment-led and experiential retail concepts to boost footfall. More affordable retail spaces are found in districts like Muharraq and Isa Town.[198] In Oman, the retail real estate sector showed steady improvement, supported by pro investment reforms and selective new supply. The 2020 enactment of the Foreign Capital Investment Law has enhanced the investment climate, leading to a boost in leasing activity. Prime retail destinations like Mall of Oman, Oman Avenues Mall, and City Centre Muscat are anchoring this growth. These key malls continue to evolve their offerings. Mall of Oman is positioned as the nation's premier shopping and entertainment hub, while City Centre Muscat is still regarded as a foundational retail landmark.[199]

By H1 2025, GCC retail lease rates remained broadly stable, with mild upward adjustments in key markets amid improving occupancy and resilient consumer activity. Saudi Arabia maintained the highest growth momentum, with average lease rates reaching USD 645/sqm, supported by strong retail demand in Riyadh and emerging secondary cities. The UAE averaged around USD 1,068/sqm, while Kuwait saw lease rates rise to nearly USD 852/sqm, driven by demand for premium mall space. Qatar remained steady at approximately USD 535/sqm, as market absorption balanced new supply deliveries.

5.3. GCC Retail Real Estate Occupancy Rates

Recovery gained momentum in 2022, supported by major events like Expo 2020 Dubai and FIFA World Cup 2022, alongside Saudi Arabia's Vision 2030 initiatives that boosted retail activity

The GCC retail sector has seen a dynamic shift in occupancy trends over the past few years. After maintaining stable occupancy in 2019 driven by strong consumer spending in Saudi Arabia and the UAE, the market faced a sharp dip during 2020–2021 as the pandemic reduced footfalls and accelerated e-commerce adoption. Recovery gained momentum in 2022, supported by major events like Expo 2020 Dubai and FIFA World Cup 2022, alongside Saudi Arabia's Vision 2030 initiatives that boosted retail activity. By 2023, experiential and omnichannel retail formats strengthened occupancy in key markets, while smaller GCC countries recovered more gradually. In 2024, occupancy levels largely stabilized, with Saudi Arabia and the UAE maintaining strong performance and the wider region showing steady improvement, reflecting a resilient and increasingly experience-driven retail landscape.

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[196] Source: "Real estate market review – Qatar (2019 to 2024)", Cushman & Wakefield
[193] Source: "Qatar Real Estate Market Review Summer 2024", Knight Frank
[197] Source: "Real Estate Report 2024", Aayan Real Estate Company
[198] Source: "Bahrain Real Estate Market Review H1 & H2 2024", CBRE
[199] Source: "Oman's retail sector is tailoring it's offerings to meet the needs of a younger population", JLL
[199] Source: "Mall of Oman opens with 80% of retail space leased", Arabian Business, 1 September 2021
[199] Source: "Tanishq enters Oman", India Retailing; "NewYorker is Now Open at City Centre Muscat in Oman", Apparel Group, 11 June 2024

Exhibit 5.4: GCC Retail Real Estate Annual Average Occupancy Rates in %

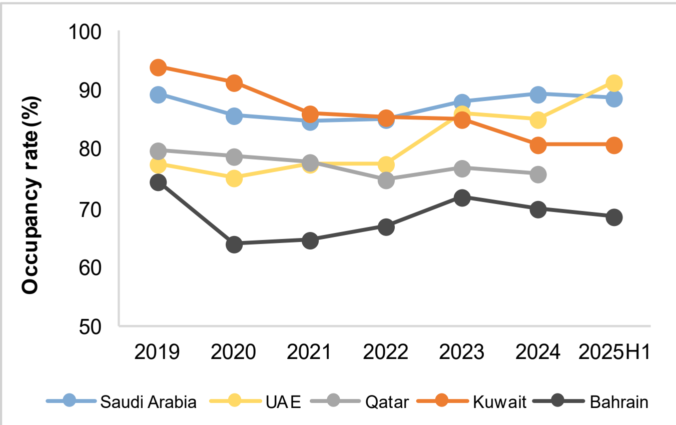
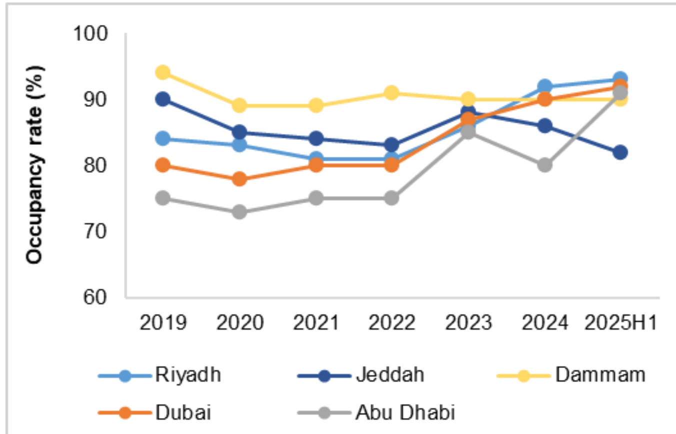


Exhibit 5.5: Retail Real Estate Annual Average Occupancy Rate major cities in Saudi Arabia and UAE in %



Sources: Knight Frank, JLL, CBRE, Cushman & Wakefield, Aayan Real Estate
Note: Saudi Arabia includes figures for Riyadh, Jeddah and Dammam, UAE includes figures for Dubai and Abu Dhabi. Data for Oman and Qatar 2025H1 excluded.

Riyadh's occupancy improved markedly from 84% in 2019 to 93% in 2024 (see exhibit 5.5). This growth was largely propelled by Saudi Arabia's Vision 2030 initiatives, which emphasize mixed-use developments and public spaces. Projects like Diriyah Gate have transformed the retail landscape by attracting diverse tenants, from luxury brands to local boutiques, while boosting footfall through cultural and heritage tourism.

In contrast, Jeddah's retail occupancy declined from 90% in 2019 to 86% in 2024. The market's mixed performance reflects rising rents in super-regional malls such as the Red Sea Mall, which maintained tenant interest, while regional malls faced declines due to aging infrastructure and lack of modernization. This contrast highlights the need to upgrade older retail spaces to attract modern store formats and a wider range of shoppers. Dammam saw a considerable decline from 94% occupancy in 2019 to 90% in 2024, hampered by limited retail innovation and reduced cross-border shopping, especially from neighboring countries. Retail centers like Dhahran Mall have started incorporating experiential formats, including entertainment zones and pop-up events, aiming to revive consumer engagement.[200]

Dubai experienced robust growth, with occupancy climbing from 80% in 2019 to 92% in 2024

Dubai experienced robust growth, with occupancy climbing from 80% in 2019 to 92% in 2024. Expo 2020 Dubai, delayed to 2021-22, played a key role in attracting over 17 million visitors in 2023, fueling retail demand. Developments like Dubai Hills Mall and City Walk emphasized lifestyle retailing, integrating dining, entertainment, and wellness concepts that appealed to diverse demographics. Abu Dhabi mirrored this upward trend, with occupancy rising from 75% in 2019 to 91% in 2024. The city benefited from rising domestic spending and successful retail destinations such as Yas Mall, which attracted shoppers with curated tenant mixes, luxury brands, and cultural events, enhancing overall consumer experiences. These dynamics highlight a growing focus on experiential retail across the UAE, driving occupancy and tenant diversification.[201] Overall, while Riyadh and the UAE's key cities showed strong occupancy growth supported by visionary projects and tourism, Jeddah and Dammam faced challenges highlighting a need for strategic innovation and modernization to sustain retail performance.

Qatar's retail market saw a decline in occupancy from 80% in 2019 to 76% in 2024 (see exhibit 5.4). This drop was largely due to a market oversupply and a shift in consumer demand toward

[200] Source: "Saudi Arabia Retail Market Overview Autumn 2024", Knight Frank
[201] Source: "UAE Retail Market Dynamics, Q2 2024", JLL

Qatar's retail market saw a decline in occupancy from 80% in 2019 to 76% in 2024

destination centers. Older community malls were hit hardest as shoppers prioritized experiences and curated retail mixes. Newer developments like Place Vendôme and Doha Festival City successfully maintained high footfall by blending luxury retail with entertainment and ongoing events. Landlords supported occupancy with flexible leasing, including rent free periods, fit out contributions and turnover based rents. Malls used special events to keep people engaged, such as hosting nationwide shopping festivals and setting up Formula 1 themed fan zones in major centres. [202] A similar trend was visible in Oman, where retail activity became highly concentrated in Muscat. The capital's large malls performed well by integrating leisure, dining, and entertainment. In contrast, smaller retail centers in cities like Sohar and Nizwa outside the capital struggled to regain their pre-pandemic momentum. The rapid rise of e-commerce post-2020 also contributed to this shift. Overall, this demonstrates a clear trend: main city malls are outperforming older community centers, which must now offer a stronger tenant mix and better programming to stay competitive. [203] Kuwait's retail occupancy fell from 94% in 2019 to 81% in 2024. This downturn is a result of a combination of new supply outpacing a slow demand recovery, a trend intensified by the pandemic-driven shift to online shopping. While large, experience-focused destination malls in Kuwait City have managed to sustain footfall by integrating events, leisure, and a strong food and beverage component, older community centers have struggled to compete.[204] Bahrain saw occupancy fall from 75% in 2019 to 70% in 2024, with a sharp dip to 64% in 2020 due to pandemic restrictions and reduced Saudi tourism. While a gradual recovery began by 2023, driven by flagship projects like Marassi Galleria and The Avenues Bahrain, broader market momentum remained constrained by subdued demand and intensified regional competition. In response, mall operators have increasingly relied on experiential strategies, leveraging cultural events, pop-ups, and seasonal activations to attract visitors and support tenant retention.[205]

Occupancy levels across the GCC retail market remained stable in H1 2025, averaging around 86%, as resilient consumer spending and steady leasing demand supported sustained performance across major markets. Saudi Arabia continued to lead regional recovery, with occupancy improving to around 89%. The UAE followed closely at about 92%, backed by high retention rates in Dubai's flagship malls and gradual take-up in new Abu Dhabi developments. Kuwait stabilized near 80%, indicating a balanced post-expansion market environment, while Bahrain maintained around 70% occupancy.

[202] Source: “Qatar Q2 2024: Retail Market Overview”, Cushman and Wakefield
[202] Source: “Qatar Q3 2024: Retail Market Overview”, Cushman and Wakefield
[202] Source: “Tourism Boom Fuels Qatar's Expanding Retail Market”, IFP Info, 12 March 2025
[202] Source: “Strong retail demand spurs Qatar's economy”, The Peninsula, 26 August 2025
[203] Source: “Oman real estate market holds steady”, Oman Daily Observer, 26 August 2025
[203] Source: “Oman - Board Deck”, Scribd
[203] Source: “Retail in Oman”, Research and Markets
[204] Source: “Real Estate Second Half 2023”, Aayan Real Estate Company
[204] Source: “Kuwait Retail Industry Size & Share Analysis - Growth Trends & Forecasts (2025 - 2030)”, Mordor Intelligence

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6. GCC Real Estate Outlook

The GCC real estate market is moving into a phase of steady and planned supply growth, supported by long-term government programs, urban development initiatives, and continued private-sector investment. Across residential, commercial, hospitality, and retail segments, new supply is increasingly being aligned with population growth, investor interest, economic diversification, and tourism development. Rather than short-term expansion, the current pipeline reflects a more structured approach, with an emphasis on mixed-use developments, improved asset quality, and better integration of residential, commercial, and lifestyle components. Saudi Arabia and the UAE account for the largest share of upcoming real estate supply in the region. In Saudi Arabia, large-scale national programs and giga-projects are driving substantial additions across housing, offices, hospitality, and retail, particularly in Riyadh and Jeddah. Supply growth is being shaped by both high-density urban developments and suburban community projects linked to government housing initiatives. In the UAE, supply additions are more selective and focused on upgrading existing districts, expanding destination-led developments, and reinforcing the country's position as a regional hub for business, tourism, and high-quality real estate. Other GCC markets are seeing a more measured but targeted supply growth. Kuwait's pipeline is largely centered on addressing long-standing housing demand through large public-sector residential projects. Qatar continues to add supply at a controlled pace, with an emphasis on premium and well-planned developments across segments. Oman and Bahrain are expanding gradually, supported by mixed-use projects, tourism-related growth, and improvements in urban and business infrastructure. Together, these markets complement the larger Saudi and UAE pipelines and contribute to a balanced regional supply outlook through 2030.

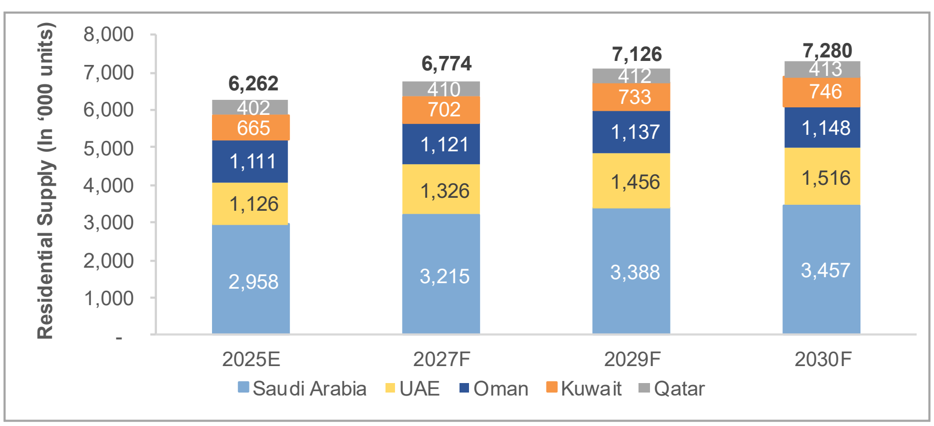
6.1. GCC Real Estate Supply Side Estimate

GCC Residential Real Estate Supply Side Estimate

The GCC residential market is on a strong upward trajectory, with total supply expected to grow from about 6.26 million units in 2025 to 7.28 million units by 2030

The GCC residential market is on a strong upward trajectory, with total supply expected to grow from about 6.26 million units in 2025 to 7.28 million units by 2030 (see exhibit 6.1). This expansion is being propelled by large-scale giga-projects, government-led housing programs, and growing private-sector participation across the region. The upcoming supply reflects a balanced mix of villas, townhouses, and apartments, underscoring a shift toward integrated, community-centric, and sustainable living environments.

Exhibit 6.1: GCC Residential Real Estate Supply Side Estimate (in '000 units)



Source: Alpen Capital

Note: Saudi Arabia includes figures for Riyadh, Jeddah and Dammam, UAE includes figures for Dubai and Abu Dhabi

In Saudi Arabia, large-scale projects such as New Murabba, Jeddah Central, ROSHN's masterplans, King Abdullah Economic City (KAEC), and NEOM are expected to deliver roughly 250,000–300,000 new homes by 2030. New Murabba alone plans about 104,000 high-density units, reshaping the residential fabric of Riyadh's new downtown, while Jeddah Central will add around 17,000 waterfront homes by 2027. At the same time, ROSHN and KAEC are rolling out mid-income villa and townhouse communities across suburban areas. Together, these developments reflect a two-track supply pattern: dense urban apartments within giga-projects and villa-led suburban townships catering to both premium and mid-income demand.[206]

In the UAE, residential activity remains solid, backed by steady interest from both investors and end-users.

In the UAE, residential activity remains solid, backed by steady interest from both investors and end-users. Dubai continues to lead with apartment-focused developments from Emaar, Sobha, and Damac in mixed-use communities such as Dubai Creek Harbour and Rashid Yachts & Marina. As per the latest Moody's report, Dubai is expected to witness an addition of ~60,000 units annually between 2026 - 2028, more than double the historical average of 30,000 to 40,000 units/yr.[207] Abu Dhabi's pipeline is more weighted toward premium villas and waterfront neighbourhoods, including Saadiyat Island, Al Reem Island, which together are expected to add significant new supply by 2030. Overall, the UAE's supply strategy balances high-density apartment districts with villa communities suited for families and long-term residents. Oman is moving into a new phase of planned residential expansion, with approximately 15,000 additional units expected by 2030.[208] In Oman, projects like Sultan Haitham City, Al Shakhakhit Coastal Development, and Salalah New City are structured around mixed-use, community-focused planning.[209] Sultan Haitham City is set to deliver homes, spanning villas, semi-detached units, and low-rise apartments highlighting Oman's focus on livability and sustainable growth. In Kuwait, the housing market is being reshaped through major public–private partnership initiatives designed to address a long-standing backlog of more than 105,000 housing applications. Large-scale developments such as Al-Mutlaa City, Saad Al-Abdullah, Al-Sabriya, and Al-Khairan are expected to deliver over 170,000 units by 2030, mostly in the form of villas and townhouses aligned with Kuwait's family-oriented housing demand. South Al-Mutlaa alone accounts for more than 28,000 units.[210] In Qatar, residential supply growth is steady, supported by reforms encouraging foreign ownership and long-term residency. Developments such as Lusail City, Qetaifan Island North, and the Simaisma Beachfront District are expanding the country's stock of luxury apartments and waterfront homes, largely targeting expatriates and investors. While overall unit additions are smaller compared to Saudi Arabia or Kuwait, Qatar's projects emphasise premium design, branding, and sustainability to maintain their high-end positioning.

From 2025 to 2030, residential supply in the GCC is expected to expand in line with the development activity observed over the past couple of years. Saudi Arabia and the UAE are expected to contribute the largest share of new stock, while Qatar, Oman, and Kuwait will follow with varying levels of additions based on their respective national programs. Consequently, the region is projected to add about 730,000 units by 2030 through ongoing giga-projects, government housing initiatives, and private-sector developments. The upcoming supply reflects a structured pipeline across major cities, including high-density units within mixed-use districts and villa-led communities in suburban areas.

GCC Commercial Real Estate Supply Side Estimate

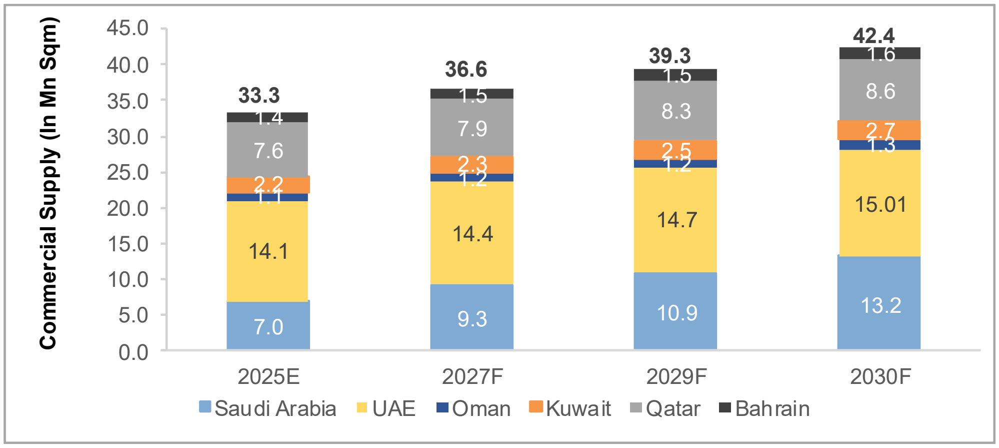
GCC's commercial real estate market is projected to witness its supply rise to 42.4 million sqm by 2030, up from 33.3 million sqm in 2025

Entering a new growth phase, GCC's commercial real estate market is projected to witness its supply rise to 42.4 million sqm by 2030, up from 33.3 million sqm in 2025. (see exhibit 6.2) This growth is largely attributable to regional efforts in business diversification, extensive urban

[206] Source: "Saudi Arabia Giga Projects Report" Knight Frank, 2025
[207] Source: "UAE property market to cool after five years of 'extraordinary growth', says Moody's" The National News
[208] Source: "Top 7 upcoming residential projects to watch out for in Abu Dhabi", CW Property, 31 May 2024
[209] Source: "Salalah New City masterplan unveiled", Muscat Daily, 8 March 2025
[210] Source: "Ministry launches 15,000 housing units for developers", Kuwait Times, 24 September 2025

redevelopment, and the rollout of mixed-use mega-projects. Saudi Arabia and the UAE are projected to drive most of this growth, delivering over 65% of the new supply, due to continued demand for Grade A office spaces, flexible workplaces, and innovation-driven commercial hubs.

Exhibit 6.2: GCC Commercial Real Estate Supply Side Estimate (in GLA million sqm)



Source: Alpen Capital

Note: Saudi Arabia includes figures for Riyadh, Jeddah and Dammam, UAE includes figures for Dubai and Abu Dhabi

Abu Dhabi, new commercial inventory will emerge from the Aldar's HB Tower IN Yas Island, Saas Business Tower on Al Reem Island, Both developments offer the flagship, grade-A space that will appeal to international and domestic corporate occupiers

In Saudi Arabia, commercial development is closely aligned with the Vision 2030 transformation strategy and the rapid expansion of business districts. Flagship projects such as New Murabba (1.4 million sqm), the KAFD (900,000 sqm), along with Jeddah Gate and Jeddah Rose (≈ 250,000 sqm by 2028) form the backbone of the Kingdom's Grade A commercial expansion.[211] The UAE continues to sustain its position as the region's most mature commercial real estate market. Dubai alone is expected to add over 7 million sq ft (650,000 sqm) of new office space by 2028, supported by developments such as the Dubai International Financial Centre (DIFC) Phase 2 Extension, Omniyat's Lumena Tower, and One Zabeel. These projects emphasize flexible layouts, co-working integration, and high-spec amenities, reflecting the city's positioning as a global business hub. In Abu Dhabi, new commercial inventory will emerge from the Aldar's HB Tower IN Yas Island, Saas Business Tower on Al Reem Island, both developments offer the flagship, grade-A space that will appeal to international and domestic corporate occupiers.[212] Collectively, UAE markets are shifting toward ecosystem-based commercial developments with embedded retail, hospitality, and wellness spaces indicating that traditional mono-use office towers are giving way to multi-purpose, lifestyle-integrated business environments.

In Oman, projects such as Central 7, Malak Tower, and Al Mouj Business Park Phase 2 are positioning Muscat as a regional center for entrepreneurship and technology, adding high-efficiency workspaces designed for SMEs and creative industries.[213] Bahrain is similarly reinforcing its business infrastructure through projects such as Beyon Digital City, Onyx SkyView Tower, and Future Generation Tower, each designed to support the country's growing digital and fintech ecosystem.[214] In Qatar, the commercial projects' pipeline is led by the Lusail Plaza

[211] Source: "Saudi Arabia Giga Projects Report" Knight Frank, 2025
[212] Source: "UAE: Luxury office sales surge as demand soars across Dubai and Abu Dhabi", Khaleej Times, 17 August 2025
[213] Source: "$31mln landmark office tower to transform Muscat skyline", Zawya, 23 October 2025
[214] Source: "BNET secures long-term tenancy in Bahrain Digital City; joining Beyon in anchoring first phase", Bahrain News Agency, 3 November 2025
[214] Source: "Onyx Sky View poised to break ground", Gulf Construction, 4 January 2023

Towers, Marina 31, Lusail Marina District, and Msheireb Downtown Doha, all designed as smart, energy-efficient business districts that integrate offices with retail, leisure, and residential elements.[215]

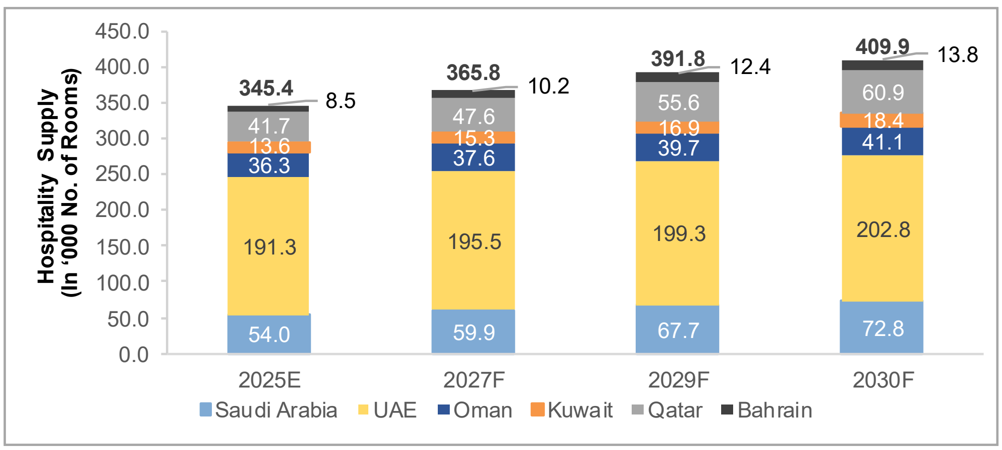
Looking ahead, the GCC's commercial real estate sector is poised for steady, well-structured growth, supported by major mixed-use, Grade A, and sustainability-focused projects particularly in Saudi Arabia and the UAE. Development plans are becoming more strategic, with greater emphasis on integrated business districts, flexible workplaces, and technology-enabled environments. The evolving market direction shows clear progression, from expanding overall capacity to creating more efficient, premium, and future-ready commercial ecosystems

GCC Hospitality Real Estate Supply Side Estimate

The GCC hospitality sector is set to expand steadily, with total room supply increasing from 345.4 thousand rooms in 2025 to 409.9 thousand rooms by 2030

The GCC hospitality sector is set to expand steadily, with total room supply increasing from 345.4 thousand rooms in 2025 to 409.9 thousand rooms by 2030. (see exhibit 6.3) Growth continues to be supported by large-scale tourism strategies across the region and rising international arrivals. Governments are prioritizing diversified visitor offerings, strengthening both luxury and mid-scale accommodation pipelines, and aligning new hotel developments with cultural districts, entertainment zones, waterfront clusters, and broader city-shaping initiatives.

Exhibit 6.3: GCC Hospitality Real Estate Supply Side Estimate (in '000s)



Source: Alpen Capital

Note: Saudi Arabia includes figures for Riyadh, Jeddah and Dammam, UAE includes figures for Dubai and Abu Dhabi

Saudi Arabia's hospitality supply is set to increase from 54.0 thousand rooms in 2025 to 72.8 thousand rooms by 2030. The uplift reflects the Kingdom's rapid tourism momentum, with international arrivals reaching 30 million in 2024 and a national target to attract 70 million international visitors by 2030, creating sustained demand for additional hotel capacity. Further support comes from high-profile global events such as Expo 2030 and the FIFA World Cup 2034, which are expected to draw significant visitor inflows and reinforce the need for expanded accommodation across major destinations.[216] The UAE's hospitality supply is expected to grow from 191.3 thousand rooms in 2025 to 202.8 thousand rooms by 2030. The market is also entering a more mature investment-phase, with investor focus shifting from pure development to strategic asset acquisition and repositioning, reflecting deepening institutional capital flows

[215] Source: "New office developments in Qatar seen to emerge within two years", Gulf Times, 22 August 2025
[216] Source: "Saudi Arabia set to deliver 362,000 new hotel rooms by 2030", Gulf Business, 18 March 2025

In UAE, the upcoming pipeline remains weighted towards the higher end/luxury segment, with ~43 % of future supply in the luxury category.

and a sophisticated operating ecosystem. Additionally, the upcoming pipeline remains weighted towards the higher-end/luxury segment with ~43 % of future supply in the luxury category which suggests that new capacity is being calibrated to the UAE's premium positioning rather than purely scale-driven expansion.[217]

Qatar's hospitality supply is projected to grow from 41.7 thousand rooms in 2025 to 60.9 thousand rooms by 2030, supported by rising visitor inflows and a strong branded-hotel

Oman's hospitality supply is set to increase from 36.3 thousand rooms in 2025 to 41.1 thousand rooms by 2030. The growth is supported by firming hotel-sector performance, with revenues at 3–5-star properties rising y-o-y by over 18% and room revenues increasing by nearly 22% in the first half of 2025, signalling stronger visitor demand. At the same time, the pipeline of new hotel projects continues to expand, reflecting increased developer commitment as confidence in Oman's tourism trajectory improves.[218] Kuwait's hospitality supply is expected to increase from 13.6 thousand rooms in 2025 to 18.4 thousand rooms by 2030. The improvement reflects the market's recovery from post-pandemic low occupancy levels, supported by a pickup in corporate travel, stronger staycation demand, and growing MICE activity. At the same time, hotel brands now account for more than half of the country's room supply, indicating rising interest from both global chains and local operators who are expanding to tap into Kuwait's diversifying tourism demand.[219] Qatar's hospitality supply is projected to grow from 41.7 thousand rooms in 2025 to 60.9 thousand rooms by 2030. The expansion is supported by strong tourism momentum, reflected in a increase in international visitor arrivals and rising leisure demand, while a high share of internationally branded hotels and improvements in visa infrastructure continue to strengthen hotel performance and encourage new development.[220] Bahrain's hospitality supply is expected to rise from 8.5 thousand rooms in 2025 to 13.8thousand rooms by 2030, supported by sustained growth in inbound tourism and the government's push to strengthen Bahrain's position as a regional leisure and sports destination through major events, new golf courses and large-scale recreational developments that are set to attract more visitors in the coming years. [221]

Collectively, these trends underscore the GCC's long-term commitment to expanding and upgrading its hospitality landscape in line with evolving tourism strategies. While each country is advancing its own mix of cultural, entertainment, business-travel and lifestyle offerings, the region as a whole is moving toward higher-quality, experience-led hotel development. Strengthening air connectivity, a packed regional events calendar and rising brand penetration continue to reinforce investor confidence. As a result, the GCC is positioned to deliver steady, demand-led room growth through 2030, supported by both structural tourism drivers and sustained government backing.

GCC Retail Real Estate Supply Side Estimate

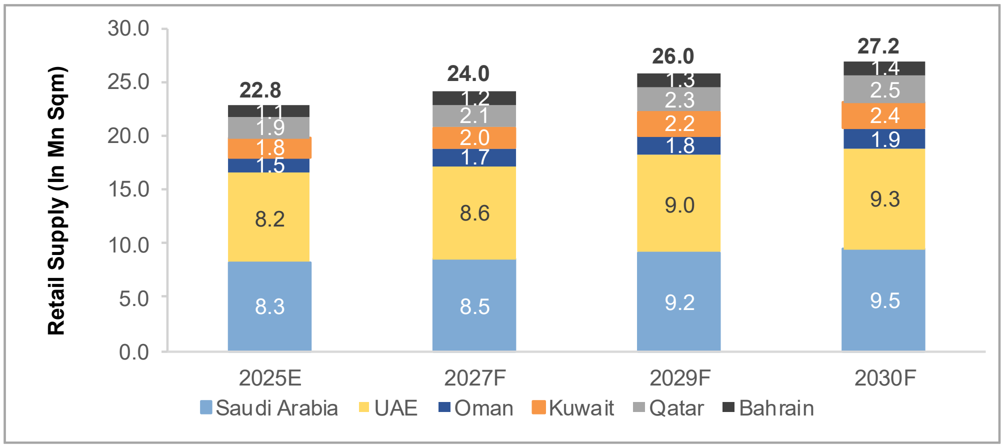
The GCC organized retail footprint is projected to increase from 22.8 million sqm in 2025 to 27.2 million sqm in 2030

The GCC's organized retail footprint is projected to increase from 22.8 million sqm in 2025 to 27.2 million sqm in 2030 (see exhibit 6.4). This growth is supported by the region's ongoing shift toward omnichannel retail strategies and the redesign of physical stores to play a more integrated role in the overall consumer experience.[222] The increasing presence of experience

[217] Source: "UAE Hospitality Market Shifts From Expansion to Investment-Led Phase", Hotel Online, 20 October 2025 – pls give another source like arab news instead of this
[218] Source: "Oman to add 9,600 hotel rooms by 2030 as tourism sector surges", Gulf Business, 06 October 2025
[219] Source: "Kuwait Hotel Industry 2025: Market Trends, Growth Forecasts & Investment Opportunities", Ali Bahbahani and Partners, 07 September 2025
[220] Source: "Hotel room supply expected to reach 42,700 keys by 2027", The Peninsula, 06 May 2025
[221] Source: "Bahrain Real Estate Market Review H1 2025", CBRE, 08 September 2025
[222] Source: "Get ready for the future of retail", Strategy&

led districts combining retail, entertainment and food & beverage is further shaping new supply additions across the region. [223]

Exhibit 6.4: GCC Retail Real Estate Supply Side Estimate (in GLA million sqm)



Source: Alpen Capital

Note: Saudi Arabia includes figures for Riyadh, Jeddah and Dammam, UAE includes figures for Dubai and Abu Dhabi

Retail expansion in Saudi Arabia is being driven by rising household spending and major mixed-use destinations such as Diriyah Gate, Jeddah Central and Riyadh Front which combine retail, cultural zones and leisure attractions

Saudi Arabia's retail GLA is projected to grow from 8.3 million sqm in 2025 to 9.5 million sqm in 2030. Retail expansion in Saudi Arabia is being driven by rising household spending and major mixed use destinations such as Diriyah Gate, Jeddah Central and Riyadh Front which combine retail, cultural zones and leisure attractions under the country's broader Vision 2030 transformation.[224] In the UAE, organised retail supply is expected to rise from 8.2 million sqm in 2025 to 9.3 million sqm in 2030. Several major retail destinations in the UAE are currently undergoing significant expansion and transformation projects, reinforcing the country's evolving mall economy. In Dubai Mall, developer Emaar has unveiled a USD 408 million (AED 1.5 billion) expansion featuring new outlets and enhanced retail offerings, alongside the addition of a new 10,000 sqm exhibition centre to host large-scale events. Meanwhile in Yas Mall, expansion activity has continued in tandem with broader developments at Yas Bay and the Etihad Arena, enhancing its retail and leisure appea. This success is further supported by strong tourism inflows and robust international brand penetration.[225]

Kuwait is expected to expand from 1.8 million sqm in 2025 to 2.4 million sqm in 2030. Rapid growth is underpinned by Kuwait's high-income domestic market and accelerated mall development, with large retail hubs and luxury anchors gaining momentum.[226] Qatar's supply is forecast to rise from 1.9 million sqm in 2025 to 2.5 million sqm in 2030. This growth is being supported by new destination-led retail districts in Lusail, Msheireb and Doha Port, which are broadening organised retail formats and intensifying competition among existing malls.[227] Bahrain is anticipated to increase from 1.1 million sqm in 2025 to 1.4 million sqm in 2030. Developers are focused on adding retail components to new mixed use projects to support the needs of the communities being built.[228] Oman's retail landscape is strengthening with new large-format destinations such as Bilad Mall in Mabella and additional store openings across Muscat, Duqm, Musannah, and Samail. Ongoing upgrades at Mall of Muscat and planned

[223] Source: "Emerging trends in the GCC's fast-growing retail sector", Consultancy-me, 19 May 2025
[224] Source: "Saudi retail real estate outlook strong on tourism and Vision 2030, S&P says", Khaleej Times, 16 April 2025
[225] Source: "Inside Dubai's skyrocketing 'Mall Economy' and what's fuelling it", Khaleej Times, 14 November 2025
[226] Source: "Kuwait Retail Industry Size & Share Analysis - Growth Trends & Forecasts (2025 - 2030)", Mordor Intelligence
[227] Source: "Qatar Q4 2024 REAL ESTATE MARKET REVIEW", Cushman and Wakefield
[228] Source: "Bahrain Property Market 2024", Savills

mixed-use projects like Project Avenue further enhance Muscat's position as a key retail and entertainment hub.[229]

Overall, the GCC outlook reflects steady expansion supported by mixed use development, destination retail hubs and ongoing upgrades across key markets

Overall, the GCC outlook reflects steady expansion supported by mixed use development, destination retail hubs and ongoing upgrades across key markets. Growth is being reinforced by strong consumer activity and the continued introduction of new retail spaces across both large and smaller Gulf economies. Together, these additions position the region for a more diverse and experience driven retail environment through 2030.

[229] Source: "2024 Annual Market Report", Hamptons International

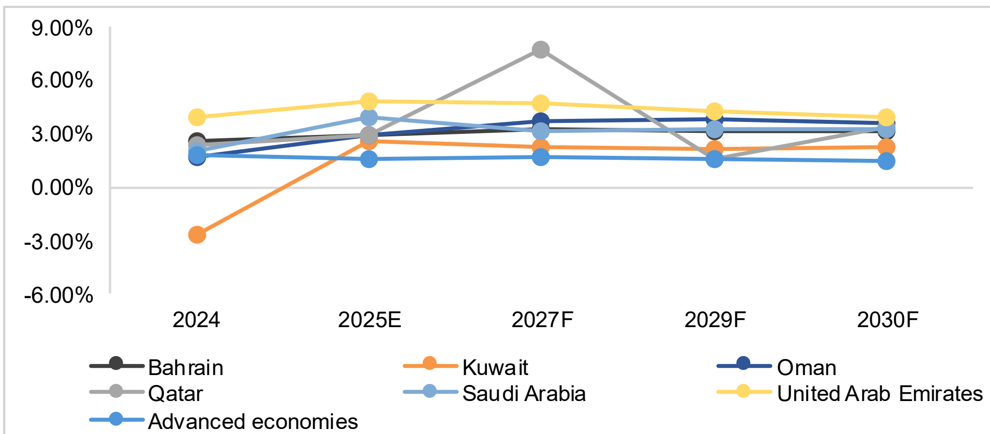
7. Growth Drivers

Economic Diversification

Real estate has shifted from a cyclical to a strategic pillar of GCC growth

Economic diversification has become a defining driver of real estate growth across the GCC. As the region works to reduce its dependence on hydrocarbons, governments are channeling reforms and investments into non-oil sectors, with real estate and construction among the key beneficiaries. As a result, real estate has shifted from a cyclical to a strategic pillar of the region's growth. Regional GDP growth improved from 0.3% in 2023 to 1.7% in 2024, supported by a 3.7% expansion in the non-hydrocarbon economy.[230] Looking ahead, growth is projected to reach 3.2% in 2025 and 4.5% in 2026. Real estate is playing an increasingly important role in this transition, supported by large-scale public projects, private investment, and policy measures designed to attract international capital.

Exhibit 7.1: Real GDP Growth Projections – GCC & Advanced Economies (2024-30F)



Sources: IMF

The UAE is at the forefront of this transformation, positioning real estate as a cornerstone of its economic expansion agenda.

The UAE is at the forefront of this transformation, positioning real estate as a cornerstone of its economic expansion agenda. Economic growth is projected at 4.6% in 2025, supported by non-oil industries and continued capital inflows. Dubai remains a standout market, with 49,606 property transactions recorded in Q2 2025, a 22% increase compared to the same period last year. Rental yields remain among the highest globally, attracting significant foreign interest. The golden visa program has been instrumental in deepening investor participation, while projects such as Masdar City highlight UAE's focus on integrating sustainability and technology into urban development. These initiatives have helped position the UAE as a competitive and resilient real estate market within the region.[231]

Saudi Arabia has also placed real estate at the center of its diversification strategy. The Kingdom's economy is expected to grow by 2.8% in 2025, with non-oil GDP averaging 3.6% annually through 2027. Real estate and construction expanded by 7.8% y-o-y in 2024, reflecting strong momentum.[232] Mega-projects such as NEOM, Qiddiya, and the Red Sea Project are central to this strategy, creating large-scale demand for residential, commercial, and hospitality assets. Infrastructure developments such as the Riyadh Metro and King Salman Park are improving connectivity and urban livability, further stimulating property demand. In addition,

[230] Source: Source: "World Economic Outlook Database", IMF, 2025
[231] Source: "Dubai Real Estate Market Q2 2025 Transactions Report", DXB Properties, July 2025
[232] Source: "GCC: Growth on the Rise, but Smart Spending Will Shape a Thriving Future", World Bank Group

policy reforms like the Premium Residency program have opened the market to a wider base of investors, reinforcing the sector's growth outlook.

Other GCC markets are also advancing their diversification objectives through real estate development, though at varying scales

Other GCC markets are also advancing their diversification objectives through real estate development, though at varying scales. In Bahrain, GDP growth of 3.5% is forecasted for 2025, supported by investments in logistics, infrastructure, and fintech, with real estate development closely aligned with these sectors. Kuwait is expected to rebound with 2.2% growth in 2025 after two years of decline, with property sales rising by 45% y-o-y in Q1 2025, led by residential demand and investment activity. Oman, with projected growth of 3% in 2025, is witnessing steady real estate demand linked to expansion in construction, manufacturing, and services. Qatar's economy is expected to grow by 2.4% in 2025, with stronger gains anticipated from 2026 once LNG capacity expands. Real estate continues to play a role in supporting urban development and infrastructure upgrades, which are key to accommodating population and business growth.

Overall, diversification policies are reshaping the real estate landscape across the GCC. While Saudi Arabia and the UAE account for the largest share of activity through mega-projects and investor-friendly reforms, Bahrain, Kuwait, Oman, and Qatar are steadily integrating real estate into their broader economic strategies. This alignment positions the sector as both a beneficiary and a driver of the region's long-term shift toward non-oil growth.

Increase in Disposable Income

Economic indicators across the GCC point to a strengthening consumer base. Driven by rising disposable incomes and household purchasing power, this trend is fueling robust demand across consumption-led sectors, particularly in housing and real estate. According to forecasts by Oxford Economics, real household consumption in the GCC is expected to increase by approximately 3.4 % per year over the next five years (2024 – 2029), nearly double that of advanced economies. This rising purchasing power is fueling consumer confidence and driving significant demand for high-value investments like real estate. Economist commentary within the same analysis notes that this growth in household spending is expected to create expanded business opportunities for both local and international firms across consumer-focused sectors, supporting disposable incomes and strengthening purchasing power region-wide. [233]

72 % of Saudi locals and expatriates expressed interest in homeownership, suggesting elevated demand supported by income and aspirations toward property ownership

In the UAE, macroeconomic analyses highlight a continued rise in per capita disposable income that enhances consumer capacity to participate in property markets. Research by Frost & Sullivan projects that disposable income per capita in the UAE is expected to grow from approximately USD 43,643 in 2024 to about USD 57,747 by 2030, driven by job creation, higher wages, and expansion in high-value sectors, which would contribute to a strong consumption base supportive of residential demand.[234] Complementary consumer trend data shows that household expenditures are set to increase in 2025, with studies estimating that UAE consumer spending intentions could rise by around 13 % in 2025, reflecting heightened purchasing capacity among households.[235] In Saudi Arabia, reporting on household dynamics and broader economic indicators points to continuing growth in consumption, with Saudi Arabia's real household consumption rising by 2.7 % in 2024 and forecast to reach 3.8 % by 2026, underscoring rising spending capacity among residents that correlates with housing market engagement. [236] Housing demand indicators further reflect this trend, with surveys reporting that 72 % of Saudi locals and expatriates expressed interest in homeownership, suggesting elevated demand supported by income and aspirations toward property ownership.[237]

[233] Source: "GCC consumer spending poised to outperform global peers" Arab News, 26 December 2025
[234] Source: "UAE's Economic Metamorphosis: Unleashing Growth Beyond Oil", Forst & Sullivan, 22 July 2025
[235] Source: "UAE consumer spending is set to grow the most globally in 2025", Research Konnection, 23 January 2025
[236] Source: "GCC consumer spending poised to outperform global peers" Arab News, 26 December 2025
[237] Source: "Housing demand in Saudi Arabia surges as 72% look to own homes: report", Arab News, 4 March 2025

Across the broader GCC region, rising disposable incomes and increased consumer spending are creating a favorable environment for real estate demand. This trend is particularly evident in Qatar, where a projected surge in consumer purchasing power is expected to stimulate domestic consumption across both the housing and lifestyle sectors.[238] In Oman, consumer spending reached about USD 39.96 billion in 2024 and private consumption expenditure was reported at USD 41.92 billion in 2024, indicating increasing domestic spending capacity within households and contributing to broader economic demand. [239] [240] In Kuwait, consumer spending by citizens and residents hit a record USD 155 billion in 2024, reflecting strong household expenditure and purchasing power in the economy.[241] In Bahrain, private consumption expenditure was reported at approximately USD 18.81 billion in 2024, up from the previous year, demonstrating active household consumption that supports demand for goods and services.[242]

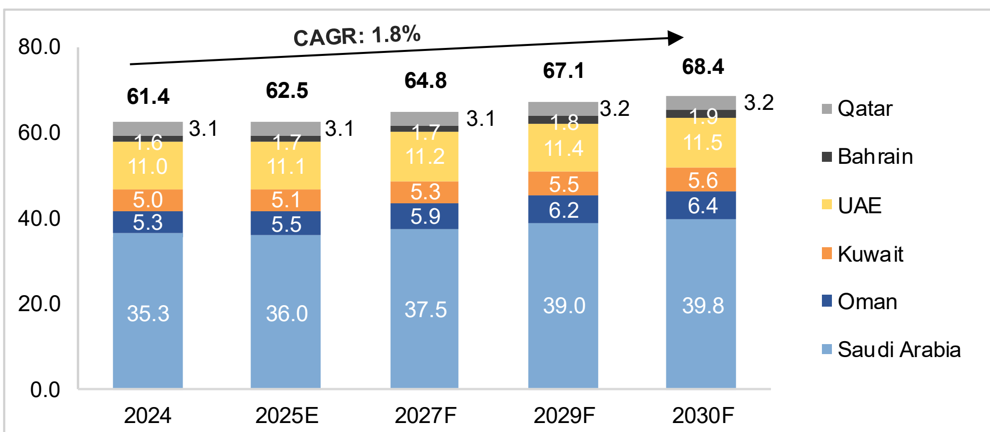
Rising disposable income and consumer spending across the GCC continue to bolster demand for residential and investment properties. This trend is clearly reflected in three key areas: higher household expenditure in Oman, record spending levels in Kuwait, and a surge in private consumption in Bahrain.

Favourable Demographics and Urbanization

According to UN estimates, the GCC's urban population is set to increase by nearly 30% between 2020 and 2030, with urbanization levels already above 85%

The GCC's real estate sector is underpinned by strong demographic fundamentals, including population growth, rapid urbanization, and a youthful workforce. The region's total population is projected to exceed 60 million by 2025, driven by high birth rates, expatriate inflows, and economic diversification initiatives. This expansion has intensified demand for residential, commercial, and infrastructure projects across the region. According to UN estimates, the GCC's urban population is set to increase by nearly 30% between 2020 and 2030, with urbanization levels already above 85%.[243] These dynamics are transforming GCC cities into high-density hubs, necessitating large-scale housing developments, commercial complexes, and infrastructure upgrades to accommodate growing populations.[244]

Exhibit 7.2: GCC Population Forecast (2024 - 2030F)



Sources: IMF

[238] Source: "Qatar: Consumer spending set to surge amid rising disposable incomes", Zawya, 22 April 2025
[239] Source: Trading Economics
[240] Source: CEIC
[241] Source: "Kuwait's consumer spending hits record $155.70bln in 2024", Zawya, 28 January 2025
[242] Source: "CEIC
[243] Source: "World Economic Outlook Database", IMF, October 2025
[244] Source: "GCC Real Estate Market Size", IMARC Group

In Saudi Arabia, the population is forecast to reach nearly 36 million by 2025 (see exhibit 7.2), with Vision 2030 reforms prioritizing housing access and urban livability. Affordable housing programs, combined with large-scale urban projects such as NEOM and King Salman Park, are designed to absorb rising demand from young families and professionals while also creating new hubs for tourism and entertainment. With over half of the population under 30 years, the Kingdom's demographic profile supports long-term demand for innovative housing models and lifestyle-driven communities. Homeownership rates have already reached 65% and are targeted to rise further to 70% by 2030, underscoring the role of the country's demographic profile in the expansion of the real estate industry.[245]

The UAE's demographic dynamics are shaped by both population growth and expatriate inflows, with the total population expected to surpass 11 million by 2025. Strong inflows of high-net-worth individuals estimated at around 18,000 in 2025 are fueling demand in the luxury real estate segment, while mid-tier housing remains buoyed by a steady inflow of expatriate workers. With urbanization levels above 85% and near saturation in some Emirates, vertical living, mixed-use developments, and smart city projects are increasingly defining the real estate landscape. The expatriate-dominated rental market continues to expand, while long-term residency options such as the golden visa have supported stable property demand.[246]

In other GCC countries, similar demographic and urbanization trends are shaping their respective real estate markets

In other GCC countries, similar demographic and urbanization trends are shaping their respective real estate markets. Qatar, where urbanization is nearly complete at over 99%, is seeing strong demand for mixed-use and commercial properties, particularly in Doha, supported by expatriate inflows and investments linked to LNG expansion.[247] Kuwait's urban migration is straining existing housing stock, prompting greater focus on prefabricated housing and mid-income residential projects. Oman's younger population and rapid rural-to-urban migration are driving steady demand for affordable housing and modern amenities.[248] While Bahrain's relatively small but growing population is creating opportunities in mid-income housing and community-based developments.[249]

Overall, population growth, urbanization, and favorable demographic trends are providing a structural base for real estate expansion across the GCC. Saudi Arabia and the UAE dominate this trend, with large-scale housing and urban projects aligned with their diversification visions, while Qatar, Kuwait, Oman, and Bahrain are addressing demand through targeted housing initiatives and urban infrastructure upgrades. The region's young, tech-savvy, and increasingly urban population is expected to support a sustained demand for housing, commercial spaces, and lifestyle-oriented communities.

Large Scale Infrastructure Development

Infrastructure development remains one of the most powerful catalysts shaping real estate growth across the GCC. Governments in the region have committed vast resources estimated at more than USD 2.5 trillion to expanding transport, logistics, and urban infrastructure.[250] Investments in metro systems, airports, seaports, highways, and the landmark GCC rail network

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[245] Source: "Housing Program Annual Report 2024: Homeownership Rate Rises to 65.4%, Surpassing the 2025 Target", Ministry of Municipalities, Saudi Arabia, 4 September 2025
[245] Source: "United Arab Emirate UAE Population Statistics", Global Media Insight, 3 June 2025
[246] Source: "GCC Property Wealth Report 2025", OMNIA, 12 August 2025
[247] Source: "Qatar's urban demand and landmark projects boost real estate investor confidence", Oxford Business Group
[247] Source: "Qatat: Percentage Urban Population", The Global Economy.com, 2024
[248] Source: "Strategic planning boosts investment in Oman's real estate – Oman 2025", Oxford Business Group, 3 June 2025
[249] Source: "Bahrain property market shows steady progress in 2024", Arabian Business, 7 March 2025
[250] Source: "Bridging the Gap: Leveraging the Transformative Power of Private Sector Partnerships to Build the Infrastructure of Tomorrow", BCG, 12 November 2024

are not only transforming connectivity but also unlocking new zones for urban expansion, residential housing, and commercial activity. By improving accessibility and enabling seamless regional mobility, these projects lay the foundation for long-term real estate demand across multiple asset classes.[251]

The impact of infrastructure development on the real estate sector is both direct and multi-dimensional

The impact of infrastructure development on the real estate sector is both direct and multi-dimensional. Metro and rail projects are driving transit-oriented developments, encouraging the rise of new residential clusters and business districts around key stations. Airport expansions create demand for hotels, serviced apartments, and short-term rentals catering to both tourists and business travelers. Similarly, modernized ports are anchoring logistics parks, industrial hubs, and retail centers, turning transport corridors into economic growth engines. This interdependence between infrastructure and real estate supports the GCC's broader non-oil diversification agenda by fostering vibrant, mixed-use communities.

Country-specific initiatives highlight the scale of transformation. In Saudi Arabia, the Riyadh Metro one of the world's largest public transport projects is reshaping the city's real estate market, improving accessibility and driving mixed-use developments along its routes.[252] The UAE continues to leverage transport upgrades, with the Dubai Metro Route 2020 (initially developed for Expo 2020) spurring residential and commercial growth in emerging districts. Qatar's Doha Metro has become a cornerstone of urban mobility, connecting new residential neighborhoods and business hubs while supporting tourism and hospitality demand post-World Cup. Oman's Duqm Port is evolving into a key industrial and logistics hub, stimulating demand for worker housing, retail centers, and hospitality assets within the Special Economic Zone.[253]Bahrain's airport expansion has strengthened regional connectivity, enhancing hotel and serviced apartment demand to accommodate growing tourist and business inflows.[254] Meanwhile, Kuwait's proposed metro project, once realized, is expected to reshape commuting patterns and unlock real estate potential in peripheral areas.[255]

At the regional level, the upcoming GCC Rail project stands out as a transformative force

At the regional level, the upcoming GCC Rail project stands out as a transformative force. By linking major cities, ports, and airports across member states, it is poised to create entirely new industrial corridors and stimulate demand for residential, logistics, and retail properties along its route. This project underscores the role of integrated transport infrastructure in facilitating not only national development but also regional real estate convergence.

Overall, the GCC's ambitious infrastructure programs serve a dual purpose: enabling economic diversification and acting as a direct growth driver for real estate. By opening up new urban nodes, improving connectivity, and stimulating demand across residential, commercial, hospitality, and industrial segments, infrastructure development is deepening market maturity and broadening investment opportunities.

Mega Events and Booming Tourism

Tourism and mega-events have become pivotal drivers of real estate growth across the GCC, fueling both short-term market activity and long-term structural expansion. Between 2019 and 2024, tourist arrivals across the region are projected to rise from 70.9 million to 92.4 million, exhibiting the growth of 5.4% CAGR reflecting a strong post-pandemic rebound supported by resumed air travel, coordinated event calendars, and sustained policy focus. The sector's

[251] Source: "GCC Infrastructure sector Outlook", Gulf Research Center, September 2024
[252] Source: "How Riyadh Metro is redrawing the city's real estate map", Arab News, 5 April 2025
[253] Source: "Oman remains a key global logistics centre with transport" Oxford Business Group
[254] Source: "Bahrain Airport Targets 100 Destinations To Boost Global Connectivity", Aviation Week, 6 October 2024
[255] Source: "Kuwait starts first phase of landmark railway project", Zawya, 7 April 2025

revival, following a sharp decline to 18.5 million visitors in 2020, has been accelerated by landmark events such as Expo 2020 Dubai and the FIFA World Cup 2022 in Qatar, which together drove hotel occupancy, boosted average daily rates, and reduced seasonality across key markets. By 2024, GCC arrivals are estimated to reached 92.4 million, driven by increased regional and international tourism, along with the expansion of resort corridors and urban leisure zones.

Exhibit 7.3: GCC Tourist Arrivals in millions (2019 - 2024)

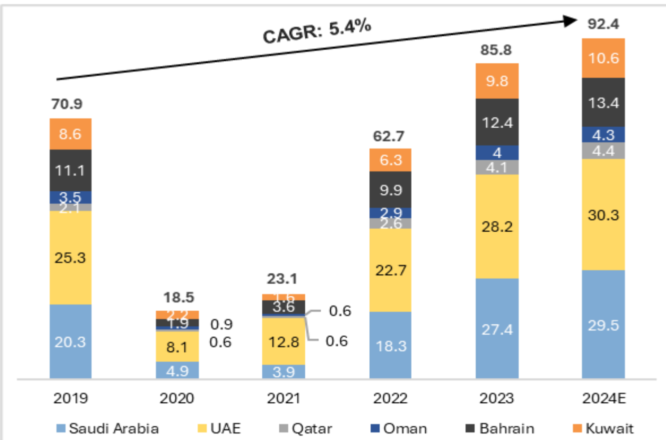
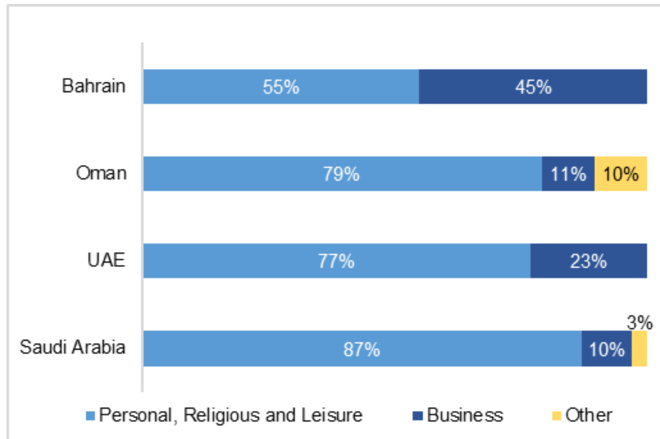


Exhibit 7.4: Purpose of visit in 2023 (%)



Sources: UNWTO, KSA, Oman and Bahrain Government Websites, Qatar Tourism Website and Statista

Saudi Arabia and the UAE dominate the regional tourism landscape, together accounting for nearly two-thirds of the total GCC arrivals 2024. Saudi Arabia hosted 27.4 million tourists in 2023, of which 87% visited the country for personal, religious and leisure purposes (see exhibit 7.3). The government's Vision 2030 has set an ambitious target of attractng over 100 million annual visitors by 2030.[256] Upcoming events, including Expo 2030 Riyadh and the Asian Winter Games at NEOM, are expected to further amplify hotel, residential, and transport-linked real estate demand, prompting early investor activity and upward pressure on land and rental values. The UAE, meanwhile, attracted 28.2 million and an estimated 30.3 million visitors in 2023 and 2024, respectively, reinforcing its status as a global tourism and MICE hub. Approximately 23% of its visitors traveled for business, reflecting a diversified tourism base. Dubai's Expo 2020 legacy has transformed its district into a thriving mixed-use hub, driving sustained demand for hotels, branded residences, and flexible commercial spaces, while Abu Dhabi's cultural events and international exhibitions continue to ensure stable occupancy and rental growth throughout the year.

Qatar is rapidly evolving from a one-off mega-event host into a consistent global sporting destination, thereby reinforcing its real-estate demand narrative

Other GCC markets are increasingly leveraging tourism to stimulate real estate activity. In Qatar is rapidly evolving from a one-off mega-event host into a consistent global sporting destination, thereby reinforcing its real-estate demand narrative. Having successfully delivered FIFA World Cup 2022, the country is now securing a series of major international competitions such as the FIFA U-17 World Cup in November 2025, the 2030 Asian Games and the 2027 FIBA Basketball World Cup. The country's strategy is underpinned by robust infrastructure, world-class venues and an investment-led pivot towards sports tourism and business potential. For instance, Qatar's sports sector is being developed into a business hub with a Sports Business District, major sports tech accelerators and investment programmes targeting global with sports industry value-

[256] Source: "Tourism Sector in Saudi Vision 2030", Saudi Tourism Authority

chains.[257] On the other hand, Oman, where 79% of visitors arrive for leisure, is witnessing the expansion of eco-resorts and coastal developments aligned with its sustainable tourism goals. Bahrain's tourism mix remains balanced, with 45% of arrivals for business travel, supported by global events such as the Formula One Grand Prix, which boost demand for hotels and serviced apartments. Kuwait, though smaller in scale, is diversifying its hospitality offering through new waterfront, museum, and cultural projects to attract leisure tourists alongside business travelers.

Overall, the interplay between mega-events, expanding air connectivity, and the growth of the MICE industry is creating sustained structural demand for hotels, serviced apartments, retail outlets, and mixed-use developments across the GCC. Cities such as Dubai, Abu Dhabi, Riyadh, Doha, and Jeddah are increasingly emerging as global tourism and business hubs, where real estate development aligns closely with broader economic diversification goals. Supported by long-term planning, robust infrastructure investment, and recurring international events, tourism is set to remain a central pillar of real estate growth and regional competitiveness.

Strengthening Regulatory Reforms

Key reforms include liberalization of foreign ownership, strengthening of REIT and investment frameworks, enhanced tenant protection, and wider access to mortgage finance

The GCC real estate sector continues to undergo structural transformation, fueled by broad-based regulatory reforms. Governments are shifting from state-dominated models to market-oriented ecosystems designed to attract international capital, protect end-users, and reduce reliance on hydrocarbons. Key reforms include liberalisation of foreign ownership, strengthening of REIT and investment frameworks, enhanced tenant protection, and wider access to mortgage finance. Collectively, these measures are creating a more transparent, stable, and liquid property market. They not only expand expatriate and foreign investor participation but also improve affordability for local citizens. The outcome is a market that balances near-term demand stability with long-term investment appeal, positioning the GCC real estate industry as a global magnet for institutional funds, developers, and end-users.

Foreign Ownership Liberalisation: Expanding Investor Base

The UAE pioneered foreign ownership in 2002 and has since strengthened its position by linking ownership thresholds with long-term residency and Golden Visa eligibility, transforming Dubai into a global hub where international buyers now account for more than half of the transactions. In Saudi Arabia, the 2025 Law of Real Estate Ownership and Investment by Non-Saudis marks a major milestone, extending ownership rights to major hubs such as Riyadh, Jeddah, and Dammam. This is expected to accelerate Vision 2030-linked urban expansion, generate new FDI inflows, and boost liquidity in residential and commercial markets.[258] Furthermore, Oman permits ownership in integrated tourism complexes, while Bahrain has opened zones such as Amwaj Islands and Bahrain Bay. Although smaller in scale, these initiatives remain important in attracting expatriates and diversifying housing demand.

REITs & Investment Fund Reforms: Unlocking Institutional Capital

Recent reforms in Saudi Arabia have simplified governance rules such as easier manager replacement and fintech-enabled investor access to enhance REIT credibility on Tadawul and open new exit routes for developers. These measures pave the way for larger institutional and pension fund participation.[259]

[257] Source: "Sport becomes a central pillar in Qatar's cultural and tourism growth", Oxford Business Group, September 2025
[258] Source: "Saudi Arabia Approves Landmark Real Estate Ownership Law for Non-Saudis", White & case, 7 August 2025
[259] Source: "Saudi Arabia's Amended Investment Fund Rules", Middle east Briefings, July 2025

Dubai continues to be the regional benchmark, with successful listings of diversified residential REITs showcasing regulatory strength

Dubai continues to be the regional benchmark, with successful listings of diversified residential REITs showcasing regulatory strength. REITs offer investors transparent, liquid alternatives while enabling developers to recycle capital for new projects.[260]
Other markets such as Bahrain and Oman have early-stage frameworks, though adoption is limited.

Housing Finance & Mortgage Incentives: Supporting Affordability

Saudi Arabia's mortgage lending grew ~15% in H1 2025 to USD 12.8 billion from USD 11.1 billion from previous year, supported by initiatives such as the Sakani program offering subsidies and guarantees.[261] Competitive financing has widened access for first-time buyers and enabled developers to launch larger projects aligned with the government's 70% homeownership target by 2030.
In Dubai and Abu Dhabi, mortgages are now central to mid-income demand, with regulators balancing affordability and systemic stability by capping loan-to-value ratios and ensuring competitive rates.
Meanwhile, countries like Kuwait, Oman, and Bahrain are gradually expanding mortgage access. Bahrain's state-backed schemes stimulate local home purchases, while Oman's Vision 2040 incorporates reforms to accelerate urban growth.

Land-Release, Zoning & Plot Allocation: Expanding Supply

In April 2025, Riyadh's Municipality released 81 km² of residential land at capped prices addressing affordability concerns and curbing speculative pricing. This directly supports Vision 2030 housing goals and stimulates activity in supporting industries.[262] Dubai has accelerated approvals through digitised permitting and zoning reforms, reducing delays and aligning land releases with long-term master plans to ensure balanced supply across sectors.[263] Oman's Vision 2040 incorporates dedicated land for housing, logistics, and tourism, while Kuwait is exploring new allocation policies to ease affordable housing shortages.

Investor Protection & Transparency: Strengthening Overseas Confidence

Investor protection and regulatory transparency have become central pillars supporting real estate growth

Investor protection and regulatory transparency have become central pillars supporting real estate growth across the GCC, as governments introduce reforms aimed at enhancing investor confidence, attracting foreign capital, and aligning markets with international standards. In Saudi Arabia, the enactment of the Law of Real Estate Ownership by Non-Saudis in July 2025 marks a major milestone in liberalizing property ownership for foreign investors. The law permits non-Saudi individuals, corporations, and non-profit entities to own, lease, or develop properties in designated zones, replacing the previous restrictive framework that limited foreign participation to specific investment areas. The regulation also formalizes key provisions, including mandatory property registration and capped transfer fees (up to 5% of asset value), while imposing significant penalties up to SAR 10 million (USD 2.6 million) for unregistered or non-compliant transactions. These measures collectively enhance legal accountability and governance standards, providing greater visibility into property transactions and strengthening the integrity of the investment environment. By introducing predictable procedures and clear ownership

[260] Source: "Dubai Holding aims to raise up to $487 million from IPO of residential REIT", Reuters, 13 May 2025
[261] Source: "Saudi housing finance up 15% in H1". Zawya, 15 August 2025
[262] Source: "Shaping Riyadh's real estate market through key transformation measures Talat Zaki Hafiz", July 2025, Arab News
[263] Source: "Dubai Municipality launches new and improved Dubai Building Permits (Dubai BPs) app", August 2024, Dubai Municipality

rights, the reform helps reduce perceived regulatory risk and fosters a more investor-friendly ecosystem aligned with Vision 2030's objective of diversifying capital inflows into the real estate sector.

The Dubai Land Department (DLD) launched the Smart Rental Index in early 2025, an AI-powered platform that dynamically assesses rent levels across the Emirate

In parallel, the UAE continues to strengthen market transparency through digital regulation and data-driven systems that protect both domestic and foreign investors. The Dubai Land Department (DLD) launched the Smart Rental Index in early 2025, an AI-powered platform that dynamically assesses rent levels across the emirate based on real-time transaction data and building characteristics. The system replaces static rent tables with a transparent benchmark mechanism that links rental adjustments to market performance and requires predefined notice periods for rent changes. This innovation reduces price volatility, provides investors with accurate rental yield forecasting tools, and ensures a more consistent and predictable rental market. The initiative forms part of Dubai's wider strategy to enhance regulatory oversight and investor protection, reinforcing its position as one of the most transparent real estate markets in the region.

Collectively, these initiatives underscore the GCC's ongoing shift toward a more transparent, rules-based real estate market. The combination of codified ownership rights in Saudi Arabia and data-driven rental governance in Dubai not only enhances accountability and reduces transaction ambiguity but also strengthens investor confidence by ensuring predictability, fairness, and compliance. As transparency and regulatory enforcement deepen across the region, international investors are likely to view the GCC's residential, commercial, and mixed-use real estate segments as increasingly secure, structured, and conducive to long-term capital deployment.

8. Challenges

Dependence on Public Spending and Mega Projects

During periods of weaker oil revenues, real estate project execution is frequently delayed or re-phased, disrupting market momentum and dampening investor confidence

The GCC real estate landscape has been fundamentally shaped by large-scale, government-led developments that dominate supply across residential, commercial, retail, and hospitality segments. These projects, often tied to ambitious national diversification visions, have delivered landmark urban districts, attracted global investors, and accelerated economic transformation. However, this model has also created structural vulnerabilities. As most GCC governments remain fiscally dependent on hydrocarbons, fluctuations in oil prices directly influence public spending capacity. During periods of weaker oil revenues, real estate project execution is frequently delayed or re-phased, disrupting market momentum and dampening investor confidence. The region witnessed a nearly 39% y-o-y decline in contract awards during the first five months of 2025, underscoring the sensitivity of construction activity to variations in public expenditure.[264]

Saudi Arabia's construction and real estate sector is heavily anchored in state-backed giga projects tied to Vision 2030. Knight Frank's Saudi Arabia Giga Projects research estimates that the total value of real estate and infrastructure projects linked to the national transformation agenda is around USD1.3 trillion, spanning NEOM, the Red Sea developments, Qiddiya, Diriyah and other master plans.[265] An updated giga-projects tracker shows that contract awards for these schemes reached about USD196 billion in 2025, a 20% increase on 2024, signalling that a growing share of construction activity is moving into execution phase under government-sponsored projects.[266] In the UAE, public spending and mega projects remain important, but the funding mix varies by emirate and segment. JLL estimates the UAE projects market at around US$590 billion as of Q1 2024, with residential projects accounting for US$125 billion (21%) and mixed-use schemes for USD232 billion (39%) of the pipeline—categories that include many large master-planned communities and tourism-anchored real estate projects.[267] The UAE's official news agency reports that the real estate sector's expected growth in 2024 is supported by both government and private sector initiatives, with new real estate and infrastructure projects being launched nationwide, underlining a model where public investment and regulation help to catalyse private development.[268]

In Qatar, recent growth has been driven by large-scale public spending on transport and energy infrastructure within Qatar National Vision 2030, and that construction activity decelerated after completion of FIFA World Cup projects, underscoring the earlier reliance on government-backed mega projects.[269] A recent Knight Frank Qatar Real Estate Market Review also stresses that current real estate performance is leveraging the "physical and institutional legacy" of World Cup investments, again linking sector dynamics to prior state-led capital programmes.[270] Analysis of Oman's construction market indicates that public expenditure accounted for about 84.3% of the construction market share in 2024, reflecting the central role of the state in implementing Vision 2040 through housing, transport and energy projects.[271] Project-market data show that Kuwait's

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[264] Source: "Middle East still offers large scale construction opportunities", World Construction Network
[265] Source: "Saudi Arabia Giga Projects Report", Knight Frank
[266] Source: "Saudi giga projects contract awards grow by 20% to $196bn: Knight Frank", Gulf Construction, 6 October 2025
[267] Source: "UAE Construction Market Intelligence", JLL
[268] Source: "UAE's real estate sector on upward trajectory in H1 2024", Emirate News Agency, 3 August 2024
[269] Source: "Qatar Construction Sector Overview 2024", International Trade Administration, 9 October 2024
[270] Source: "Qatar Real Estate Market Review 2025", Knight Frank
[271] Source: "Oman Construction Market Size & Share Analysis - Growth Trends and Forecast (2025 - 2030)", Modor Intelligence

total project awards rose 44% in 2024 to about US$6.5 billion, driven by construction and infrastructure schemes, many of which are state-sponsored.[272] Reuters also reports that Kuwait has launched bidding for three new cities to address a housing shortage, under a new real estate development law that retains the state guarantee of housing for Kuwaiti citizens, confirming the government's central role in residential provision even where private partners participate. [273] In Bahrain construction and real estate sectors have a robust pipeline of projects for 2024–25, driven by infrastructure schemes and new residential developments. Recent reporting on Salman City shows the Ministry of Housing and Urban Planning signing agreements for 137 housing units as part of the Government Land Development Rights Programme, which uses public–private partnerships to deliver affordable housing again illustrating how state programmes frame residential development. [274]

Overall, it indicates that while private sector participation is growing in some GCC markets, particularly Dubai and select segments in Saudi Arabia, the region's real estate activity is still largely shaped by government budgets and national development programmes. This means sector performance is closely linked to the scale and timing of public investment, as well as progress on major state-led projects that continue to anchor much of the development pipeline.

Market Saturation and Supply-Demand Imbalances

The GCC real estate market in 2025 witnessed a notable surge in new supply, creating growing pressure on prices and rents in several segments

The GCC real estate market in 2025 witnessed a notable surge in new supply, creating growing pressure on prices and rents in several segments. Demand growth, largely tied to job creation, population expansion, and new household formation, is struggling to keep pace with this influx. As a result, markets across the region are facing emerging supply-demand imbalances, with developers needing to carefully align project offerings to evolving buyer and tenant preferences.

In Saudi Arabia, recent policy measures and market dynamics point to emerging supply demand imbalances across both residential and commercial real estate. The government has introduced a five-year rent freeze in Riyadh to slow rapid increases in residential and commercial rents, reflecting mounting pressure on household affordability.[275] At the same time, real estate inflation has eased to 1.3% as apartment and broader residential prices begin to cool, indicating that the previously accelerated pace of growth is moderating amid expanding supply and affordability constraints.[276] Large government-led developments and ongoing regulatory reforms continue to reshape the sector, with giga-projects and new housing programs contributing to a substantial pipeline of upcoming inventory across multiple asset classes.[277] While these initiatives underpin long-term structural transformation, they also add future supply that may not be evenly absorbed across all sub-markets. The market is projected to maintain growth momentum through 2025, but this trajectory is unfolding alongside rapid development and shifting fundamentals, underscoring the importance of closely tracking the balance between new supply and end-user demand.[278] In the UAE, demand in Dubai and Abu Dhabi remains strong, yet the high volume of off-plan launches has raised concerns about potential medium-term oversupply if new project deliveries continue to outpace population growth. While prime districts are maintaining high occupancy levels, several mid-market locations are experiencing more subdued demand relative to the influx of new supply, highlighting emerging imbalances within the market. Record levels of project launches in Dubai

[272] Source: "Kuwait's project awards surge 44% in 2024 to hit $6.5bln", Zawya, 31 January 2025
[273] Source: "Kuwait opens bidding for construction of three cities to ease housing crunch", Reuters, 14 September 2025
[274] Source: "Bahrain signs a deal for 137 homes in Salman city", Times of India, 17 October 2025
[275] Source: "Saudi Arabia freezes rents in Riyadh for 5 years", Arab News, 25 September 2025
[276] Source: "Saudi real estate inflation cools to 1.3% as home prices decline", Arab News, 20 October 2025
[277] Source: 'Saudi real estate market transforms on back of government projects, policy reforms", Arab News, 27 March 2025
[278] Source: "Saudi Arabia's real estate sector to maintain growth momentum in 2025", Arab News, 27 March 2025

have also prompted caution regarding the 2025–2026 supply pipeline, with the possibility that upcoming completions could exceed household formation. Across the smaller GCC markets, a residual oversupply of residential and commercial units remains in Qatar following the significant World Cup–related construction cycle. Bahrain continues to face excess office and apartment stock, and Oman is seeing muted demand for newly developed commercial units. In contrast, Kuwait is characterized by a structural shortage of citizen housing, where demand consistently exceeds available supply and contributes to long government waiting periods.

Taken together, these dynamics show that although demand is resilient in the region's core urban markets, the scale and pace of new development—particularly in markets where public-sector projects dominate—are generating selective saturation risks and areas of misalignment between new supply and actual end-user absorption.

Financing Constraints and the Cost of Capital

The financing environment for real estate development across the GCC is being shaped by higher borrowing costs and tighter access to affordable debt

The financing environment for real estate development across the GCC is being shaped by tight access to affordable debt, which is affecting project feasibility and execution. The average weighted cost of capital in the region's construction sector is estimated at around 9.7%, reflecting the higher risk premium faced by real estate and infrastructure developers.[279] Meanwhile, policy rates remain elevated. In the UAE, the Central Bank maintained its base rate at 4.40% as of July 2025,[280] while in Saudi Arabia, the Saudi Central Bank kept the repo rate steady at 5.0% mid-year.[281] These higher rates are adding to debt-servicing costs for long-duration build-to-sell and build-to-lease projects, especially where construction timelines are extended or presales activity is slower than expected. Banks and other lenders have become more selective, generally favouring developers with proven track records, phased execution plans, and clear early cash flow visibility. While deposit growth and overall liquidity remain supportive, rising funding costs and slower deposit inflows are emerging as potential headwinds for construction and real estate lending.[282] In response, many developers are adopting phased project rollouts, setting stronger presale or pre-lease milestones before drawing down loans, and exploring capital market options such as sukuk or infrastructure bonds to diversify funding sources. Overall, while financing remains accessible for major developments, profit margins are under pressure, execution risks are higher for smaller or luxury-focused players, and required returns have moved upward making careful financial planning and disciplined cost management increasingly important across the sector.

Climate Resilience and Insurance Cost Pressures

Across the GCC, rapid coastal urbanisation has heightened the exposure of real estate assets to climate risks such as extreme heat, flooding, and sea-level rise. Recent regional assessments indicate that coastal cities including Jeddah, Doha, Dubai, Manama, Kuwait City, and Muscat—face recurring hazards linked to rising temperatures and more frequent flood events, which are already affecting urban climate resilience and long-term asset sustainability.

In the UAE, the April 2024 floods underscored the scale of risk confronting highly built-up real estate markets

In the UAE, the April 2024 floods underscored the scale of risk confronting highly built-up real estate markets. Insured losses are estimated to have exceeded USD 2.9–3.4 billion, with the event marked as the heaviest single-day rainfall recorded in decades. In response, the government has launched an estimated USD 8 billion national drainage and flood-defence programme commencing in 2025, aimed at significantly expanding drainage capacity and

[279] Source: "GCC Region – Cost of Capital", RBSA Advisor, 24 November 2024
[280] Source: "Central Bank of UAE", September 2025
[281] Source: "Inflation Report Second Quarter 2025", Saudi Central Bank
[282] Source: "GCC banking sector outlook: H1 2025", EY, 29 September 2025

strengthening resilience across major urban centres.[283] This represents a shift toward large-scale, publicly funded climate-adaptation infrastructure intended to safeguard future real estate development. These events have also begun influencing insurance pricing across the market. Property insurance rates in the UAE rose by up to 15% toward the end of 2024 as insurers adjusted for higher climate-related loss experience, while home insurance premiums increased further into early 2025 as underwriters incorporated new flood data and location-specific exposure into pricing models. This indicates that climate risks are now directly shaping insurance cost structures and coverage conditions for both residential and commercial real estate stakeholders.[284]

In Saudi Arabia, climate adaptation is increasingly framed as a state-led infrastructure and policy priority

In Saudi Arabia, climate adaptation is increasingly framed as a state-led infrastructure and policy priority. Public entities and investment arms are directing substantial capital toward green technologies, water security, and flood-mitigation initiatives designed to protect urban expansion and large-scale developments, including major coastal and desert megaprojects.[285] At the same time, insurance-sector assessments identify elevated climate and environmental exposure for several of these flagship projects, reinforcing the need for strong resilience planning to maintain long-term insurability and financing viability.[286] While the UAE and Saudi Arabia continue to lead in sustainable infrastructure investment, smaller economies such as Bahrain and Oman face fiscal constraints that limit their ability to implement large-scale climate-resilience programmes.

[283] Source: “Improving Flood Risk Quantification and Management GULF FLOODING 2024”, GuyCarpenter, May 2025
[284] Source: “Almost one year after floods, UAE insurance costs keep surging” Arabian Gulf Business Insight, 20 February 2025
[285] Source: “Climate resilience in the Gulf: Innovation, infrastructure and impact”, Diligencia, 19 August 2025
[286] Source: “Insuring ESG: Why the Gulf’s Financial Future Depends on Risk Pricing”, Arab Gulf States Institute 31 October 2025

9. Trends

Standardizing Green Compliance

Across the GCC, enforcement of green building standards has been gaining momentum since 2024, with municipal authorities conducting inspections to ensure compliance

Across the GCC, enforcement of green building standards has been gaining momentum since 2024, with municipal authorities conducting inspections to ensure compliance. In H1 2025, Dubai Municipality conducted 25,000 field inspections across over 18,800 buildings under construction, covering more than 36 million square metres, and achieved a 96% compliance rate, marking a 36% increase over the same period in 2024. These inspections also involved the use of over 1.5 million cubic metres of green concrete and recycling of 16.4 million cubic metres of soil, reflecting emphasis on resource efficiency in construction practices. [287] Similarly, in Abu Dhabi, Abu Dhabi City Municipality reported that 385 new projects including 304 in the design phase and 81 under construction had met Estidama Pearl Rating sustainability standards since the beginning of 2025, underscoring how green-building requirements are increasingly embedded into the emirate's development approvals. [288]

In 2024, the Gulf Organisation for Research and Development (GORD) and JMJ Group Holding signed a Memorandum of Understanding to promote adoption of the Global Sustainability Assessment System (GSAS), a comprehensive green building rating framework in Qatar that assesses projects on parameters such as energy and water efficiency, indoor environmental quality, and overall ecological impact, across JMJ's development projects in the country. [289] Also, in June 2024, the Qatar Free Zones Authority had two projects comprising eight boutique warehouses and one light industrial unit receive GSAS Design and Build certification from GORD. [290] Similar initiatives are visible in Saudi Arabia, where the 2024 Saudi Green Building Code (SBC 1001) has been integrated into the national building permit and occupancy certification process, ensuring that new developments comply with sustainability standards on energy and water efficiency, material use, and indoor environmental quality. [291]

These developments signal that sustainability has become an operational benchmark in GCC construction rather than a voluntary goal. Regulatory oversight, material efficiency, and certification programs are now embedded within active project workflows, ensuring that environmental performance is monitored from design through delivery. The coordinated actions of governments, regulators, and industry bodies highlight the region's broader shift toward institutionalizing green compliance as a foundation for future urban development.

Evolution of Green Finance

The green-finance ecosystem in the GCC region is evolving from a nascent concept into a core pillar of real estate and infrastructure financing

The green-finance ecosystem in the GCC region is evolving from a nascent concept into a core pillar of real-estate and infrastructure financing. Issuance of green bonds and sukuk in the Middle East more than doubled to approximately USD 24 billion in 2023, with the majority of the volume originating in the UAE and Saudi Arabia, underscoring growing investor appetite for sustainability-linked instruments.[292] Financial institutions and corporates across the Gulf have also begun institutionalizing sustainability frameworks—regional banks are developing dedicated policies and taxonomies to classify and manage green transactions in line with global

[287] Source: "Dubai Municipality reports 36% surge in construction field inspections in H1 2025", Gulf News, 14 August 2025
[288] Source: "385 projects get permit after meeting sustainability standards in Abu Dhabi since start of 2025", Gulf News, 09 January 2025
[289] Source: "New alliance to accelerate sustainable urban development in Qatar", GORD
[290] Source: "GORD Awards Two QFZ Projects with GSAS Certification", QFZ, 09 June 2024
[291] Source: "The Implementing Regulations of the Saudi Building Code Application Law", Saudi Building Code National Committee, 2024
[292] Source: "Green financing gathers pace", PwC Middle East, 2024

standards.[293] The total GCC green-finance market is estimated at around USD 30 billion in 2024, reflecting the cumulative mobilisation of capital into green loans, bonds, and other ESG-aligned instruments. [294]

Governments are simultaneously strengthening policy frameworks to mainstream sustainable finance. The UAE Green Finance Framework, launched in 2023, outlines national guidelines for mobilizing private capital into low-carbon sectors and aligning financing with the country's Net Zero 2050 strategy. [295] Similarly, Saudi Arabia's National Development Fund announced in 2024 the Green Finance Strategy, aimed at directing concessional funding toward renewable energy and sustainable construction projects as part of Vision 2030 diversification goals. [296]

Within the real-estate sector, this transition is translating into structured financial mechanisms that directly support sustainable construction and operation

Within the real-estate sector, this transition is translating into structured financial mechanisms that directly support sustainable construction and operation. In the UAE, Dubai Islamic Bank reported that as of September 2024, it had issued three Green Sukuk worth USD 2.7 billion, channelled toward eligible assets including certified green buildings and renewable-energy projects.[297] In May 2024, Aldar Properties arranged a 10-year Green Sukuk under its USD 2 billion trust-certificates programme, with proceeds earmarked for financing and refinancing environmentally certified developments and energy-efficient assets.[298]

Together, these developments indicate that green finance in the GCC is evolving beyond sovereign initiatives into a core enabler of sustainable real-estate, where access to capital is increasingly linked to environmental performance and long-term asset value creation.

Flight to Quality

GCC property markets are increasingly tilting toward premium residential and Grade A commercial assets, reflecting both end-user demand for higher-quality spaces and institutional focus on long-term value stability. These segments are drawing heightened attention from investors and occupiers alike, supported by a limited pipeline of high-quality stock and growing appetite for sustainability-certified, amenity-rich developments. [299] Across key markets such as Dubai, Riyadh, and Doha, developers are aligning new projects with evolving lifestyle and ESG preferences, while capital continues to consolidate around prime, income-yielding assets.[300] This growing concentration of activity in premium segments underscores how quality, sustainability, and long-term value creation are increasingly defining the next phase of real estate growth across the GCC.

Dubai recorded 435 residential sales priced above USD 10 million in 2024, the highest number ever recorded in a single year

Dubai recorded 435 residential sales priced above USD 10 million in 2024, the highest number ever recorded in a single year, while listings in this bracket fell by 40%, underlining limited availability of luxury stock. The total value of such transactions surpassed USD 7.6 billion, positioning Dubai as the world's leading luxury housing market for a second consecutive year. [301] In Q3 2024, Grade A office availability in Doha had dropped to its lowest level since 2015, with West Bay occupancy rising to its highest level since 2015 following significant government-related leasing activity. [302] In Abu Dhabi, the Department of Municipalities and Transport approved more than 30 million square metres of development in H1 2025, a 133% year on year

[293] Source: "Gulf International Bank Sustainable & Transition Finance Framework 2023", GIB, 18 September 2023
[294] Source: "GCC Green Finance Market Size, Share, Growth Trends, Opportunities & Forecast 2025–2030", Ken Ressearch, 2024
[295] Source: "UAE Ministry of Climate Change and Environment Website"
[296] Source: "KSA Green Financing Framework", Ministry of Finance, March 2024
[297] Source: "DIB Sustainable Sukuk Impact Assessment", Dubai Islamic Bank, February 2025
[298] Source: "Abu Dhabi developer Aldar picks banks for 10-year green sukuk", Reuters, 7 May 2024
[299] Source: "GCC Property Wealth Report 2025", Omnia Capital Group, 12 August 2025
[300] Source: "GCC Real Estate Sector Analysis: Shaping Urban Landscapes", Nexstrat, 02 March 2025
[301] Source: "Dubai luxury residential market sets new record with 435 US$ 10 million home sales in 2024", Knight Frank, 03 February 2025
[302] Source: "Quarterly Report Qatar Q3 2024: Office Market Overview", Cushman and Wakefield

increase, reflecting that the emirate's approval pipeline is increasingly reflecting sustainability and quality requirements. [303]

These shifts reflect a clear maturing of the GCC real estate market. The focus is no longer just on adding new space, but on improving the quality, efficiency, and long-term appeal of developments. Developers and investors alike are prioritizing assets that combine strong locations with high design standards and sustainability features, as these are increasingly seen as essential to preserving value and ensuring steady demand in a more discerning market environment.

Property Tokenization

GCC governments and real estate regulators are accelerating the adoption of blockchain-based frameworks that enable fractional property ownership and enhance market accessibility

GCC governments and real estate regulators are accelerating the adoption of blockchain-based frameworks that enable fractional property ownership and enhance market accessibility. The concept of real estate tokenization, which converts physical assets into digital tokens, is gaining traction across the region as part of broader digital economy programs. Over the past year, the UAE and Qatar have introduced key policy and platform-level initiatives aimed at integrating tokenized ownership into regulated real estate systems. These efforts are designed to attract global investors, streamline cross-border transactions, and align property markets with emerging global standards in digital asset management.

In March 2025, the Dubai Land Department (DLD) launched the pilot phase of its Real Estate Tokenization Project under the Real Estate Evolution Space (REES) initiative, positioning itself as the first real estate registration authority in the Middle East to adopt blockchain tokenization. [304]In May 2025, DLD unveiled the first Property Token Ownership Certificate following the sale to 224 investors, confirming the program's operational phase. [305] The initiative, supported by Ctrl Alt, enables fractional ownership through blockchain technology and expands investor access to Dubai's property market. [306]

In October 2024, the Qatar Financial Centre (QFC) introduced its Digital Assets Regulatory Framework 2024, which establishes the legal foundation for tokenization, recognizing property-backed tokens and smart contracts as legitimate instruments under Qatari law. [307] Together, these developments indicate a coordinated regional shift toward asset digitization. Tokenized property models are moving from concept to execution, providing an alternative investment channel that combines regulatory clarity, blockchain transparency, and broader investor participation across the GCC.

Digitization and PropTech Adoption

GCC governments are expanding digital transformation across the real estate sector, integrating blockchain, AI, and smart-service technologies into property registration and market operations. During 2023-24, ministries and land departments across the region have launched electronic platforms for property transactions, title deed issuance, and contract authentication to improve transparency and service accessibility. [308] This transition aligns with broader digital economy objectives under national visions such as Saudi Vision 2030 and Qatar Vision 2030, aimed at building data-driven, efficient, and paperless government systems.

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[303] Source: "Department of Municipalities and Transport approves 30m+ sqm of development across Abu Dhabi in H1 of 2025", Abu Dhabi Media Office, 16 September 2025
[304] Source: "Dubai Land Department Launches Pilot Phase of the 'Real Estate Tokenisation Project'", Dubai Govt. Website
[305] Source: "Dubai Land Department Unveils First-of-Its-Kind Property Token Ownership Certificate'", Dubai Govt. Website
[306] Source: "Ctrl Alt and Dubai Land Department go live with tokenized real estate", Ctrl Alt Website
[307] Source: "Qatar introduces new digital assets framework", A&O Shearman
[308] Source: "Real Estate Market platform records over 210K transactions in H1 2024", KSA Vision 2030 Website

GCC governments are expanding digital transformation across the real estate sector, integrating blockchain, AI, and smart-service technologies into property registration and market operations

In February 2025, Qatar's Ministry of Justice launched an updated version of its Sak application, introducing QR-coded title deeds and secure electronic delivery through Qatar Post, enabling property transactions to be completed fully online. The upgrade complements the Ministry's broader digital real estate services announced in 2025, designed to automate ownership verification and improve customer accessibility. [309] In May 2024, Saudi Arabia's Ministry of Justice announced that its Real Estate Market Platform had issued over 700,000 digital title deeds during the first quarter of the year. The initiative enables citizens to perform property transfers and related services entirely through the Najiz digital portal without visiting service centers. The same year, the Ministry confirmed expansion of blockchain-based verification for property ownership as part of its digital justice transformation roadmap.[310]

These developments underline the region's progress toward fully digitized real estate governance. By embedding PropTech into administrative and market processes, GCC countries are transforming how properties are registered, verified, and traded, laying the groundwork for a transparent, efficient, and technology-enabled property ecosystem.

While these advancements mark significant progress toward fully digitized real estate governance, they also elevate the importance of data security and cyber-resilience. As critical processes such as digital title registries, online transaction platforms, and IoT-enabled smart buildings become more widespread, exposure to cybersecurity risks increases. The challenge is particularly pronounced in a regional context where regulatory frameworks, data standardization, and cybersecurity maturity levels vary across countries. Ensuring the integrity, confidentiality, and resilience of digital property data is therefore becoming a parallel priority alongside digitization itself.[311]

[309] Source: "Ministry of Justice launches new electronic services", The Peninsula
[310] Source: "Real Estate Market platform issues over 700K title deeds in Q1 2024", KSA Vision 2030 Website
[311] Source: "Real Estate Sector Faces Rising Cyber Attacks and Data Breaches", Realty Next, February, 2025

10. Mergers & Acquisition Activities

The GCC real estate sector has seen healthy M&A momentum during 2023–2024, with around 23 recorded deals concentrated in the UAE and Saudi Arabia. A notable example is the acquisition of a flagship commercial tower in Dubai International Financial Centre (DIFC) valued at over USD 600 million, signalling continued investor appetite for high-quality, income-producing assets in regional financial hubs. Overall, transactions are predominantly for Grade A office towers, logistics assets, malls, and residential compounds, majority of which are structured as 100% or controlling stake acquisitions, reflecting investors' preference for control and stable recurring cash flows.

These patterns mirror global capital-markets behaviour, where pricing has begun to stabilise and investors are re-engaging with core sectors such as office, retail, industrial/logistics and multifamily, that offer predictable occupancy and long-term rental visibility. In the GCC, strong non-oil economic growth, limited availability of high-quality stock, and a growing pipeline of large-scale developments continue to support demand for institutional-grade assets. Saudi Arabia's Vision 2030 and its giga-project ecosystem are further drawing global capital into prime residential, mixed-use and retail destinations.

Looking ahead, M&A activity is likely to remain steady as more assets from major development zones such as Dubai's Grade A office districts and Riyadh's mixed-use projects reach operational maturity

Looking ahead, M&A activity is likely to remain steady as more assets from major development zones such as Dubai's Grade A office districts and Riyadh's mixed-use projects reach operational maturity. As these projects become fully operational, income-producing properties will enter the market, giving investors a wider choice of high-quality assets to acquire, maintaining steady interest from both regional and international buyers.

Exhibit 10.1: Major M&A Deals in the GCC real estate Industry

Acquirer	Target company	Target's country	Year	Consideration (USD mn)	% Sought
Olayan Financing Company W.L.L.; Lunate	ICD Brookfield Place	UAE	2024	735.00	49.00
Aldar Properties PJSC	Flagship Commercial Tower, DIFC	UAE	2024	626.14	100.00
TECOM Group PJSC	Equitativa, Office Park (Grade A), Dubai Internet City	UAE	2024	196.00	100.00
Makkah Construction & Development Co.	First Avenue Real Estate Development Co.	Saudi Arabia	2024	90.84	30.13
Avighna India Ltd	Emaar Business Park, Building 3, Sheikh Zayed Rd	UAE	2024	65.34	100.00

Acquirer	Target company	Target's country	Year	Consideration (USD mn)	% Sought
Mulkia Gulf Real Estate REIT	Malathak Tower 2	Saudi Arabia	2024	53.34	100.00
Undisclosed	Al Yaum Tower, Dammam	Saudi Arabia	2024	50.64	100.00
Alinma Investment Co.; Alinma Retail REIT Fund	Office property in Riyadh	Saudi Arabia	2024	29.33	100.00
Ladun Investment Company	Commercial Residential Complex, Riyadh	Saudi Arabia	2024	22.33	100.00
Undisclosed	Trident Grand Mall, Dubai	UAE	2024	20.14	100.00
Darb Saudi Investment Company	Elegant Centers Ltd. Co.	Saudi Arabia	2024	5.23	13.04
Tamdeen Investment Company – KSCP	Tamdeen Real Estate Company – KPSC	Kuwait	2023	1,103.70	52.00
Al Manar Financing & Leasing Co. K.S.C. (Public)	Injazzat Real Estate Development Co. K.P.S.C.	Kuwait	2023	280.32	25.48
Nine Yards Plus Holding – Sole Prop. L.L.C.	Abu Dhabi Commercial Properties L.L.C.	UAE	2023	160.89	80.00
GFH Partners Ltd	Portfolio of Mission-Critical Logistics Assets (KSA & UAE)	Saudi Arabia	2023	150.00	100.00
SEDCO Capital REIT Fund	Educational complex property	UAE	2023	43.70	100.00
Jadwa Investment Co.; Jadwa REIT Saudi Fund	Lafif Offices Complex, Hittin, Riyadh	Saudi Arabia	2023	31.99	100.00
Saudi Fransi Capital LLC; Bonyan REIT Fund	Al Rashid Mall Abha	Saudi Arabia	2023	29.33	100.00

Acquirer	Target company	Target's country	Year	Consideration (USD mn)	% Sought
Undisclosed	Al Fanar Residential Compound, Al Rawabi, Khobar	Saudi Arabia	2023	23.99	100.00
Undisclosed	AlSharq Warehouses Complex	Saudi Arabia	2023	8.59	100.00
Al-Mazaya Holding Co. – K.S.C. (Public)	First Dubai Real Estate Dev. Co. – K.S.C. (Public)	Kuwait	2023	7.16	11.17
Infracorp B.S.C. (C)	LS Real Estate Company W.L.L.	Bahrain	2023	0.008	37.00
Aldar Properties PJSC	Eltizam Asset Management LLC	UAE	2023	0.007	100.00

Source: CAPIQ

Country Profiles

Saudi Arabia

Key Growth Drivers

- In 2024, the non-oil economy contributed ~75% of GDP, highlighting a successful transition away from oil dependence.
- The Oil & Gas sector's GDP share declined from 33% in 2022 to 23% in 2024 amid production cuts and market volatility.
- Under the National Investment Strategy (NIS), Foreign Direct Investments (FDI) inflows are projected to reach USD 103.4 billion by 2030, marking a 22% CAGR from 2023.
- The total population grew to 35.3 million in 2024 (61% male, 39% female), expected grow by 2% CAGR from 2025 to 2029
- The labor force expanded to 15.6 million in 2024 (up from 15.2 million in 2023) and is projected to reach 16.8 million by 2027, showing sustained growth in workforce participation.

Government Initiatives

- **PIF Initiatives:** The Public Investment Funds (PIF) drives economic diversification through investments in aerospace, automotive, construction, retail, and entertainment.
- **2025 Budget Priorities:** The 2025 budget emphasizes diversification, defense, healthcare, education, and fiscal sustainability, allocating USD 78 billion for defense, USD 69 billion for healthcare, and USD 54 billion for education, with support for digital transformation, tourism, and housing.
- **National Industrial Strategy (NIS):** Targets industrial growth in maritime, medical technology, and building materials, offering up to 35% funding for initial investments under the Standard Incentives Program.
- **Vision 2030 Housing Program:** Led by PIF-backed Roshn Group, the program plans 400,000 homes, 1,000 schools, and 700 mosques by 2030, providing housing for over 2.2 million people across integrated communities.

Construction Market Insights

- The construction industry's contribution to overall GDP hit USD 66 billion in 2024, marking a CAGR of 14% since 2022.
- Public-private partnerships are a core part of the sector's growth strategy, supported by government initiatives to enhance private sector participation.
- Ongoing projects in Rabigh, Medina, Hail, Jazan, Tabuk, and the Eastern Province support new city and industrial hub development.
- The residential segment is expanding under government housing initiatives valued at USD 144.6 billion.
- The Western region represents USD 692 billion in real estate developments.
- Real estate transactions totaled USD 169.5 billion in 2024, representing 5.9% of the GDP.

Key Macro Economic & Demographic Indicators

Key Data	2024	2025E	2027F	2029F	2030F
Real GDP Growth (in %)	1.5	4.6	3.6	3.5	3.3
Nominal GDP (in USD Billion)	1,240	1,269	1,379	1,522	1,596
Rate of Inflation (CPI in %)	1.7	2.1	2.0	2.0	2.0
Population (in Million)	35.3	36.0	37.5	39.0	39.8
Employment Rate (in %)	60.3	60.3	60.3	NA	NA

Sources: IMF, MEED Projects, World Bank

2023 GDP Breakup by Economic Activity

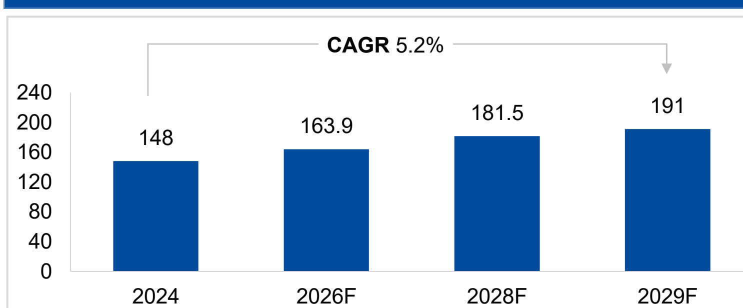
Sources: IMF, General Authority of Statistics KSA

Key Players

Dar Al Arkan
Al Saedan Real Estate Company
Jabal Omar Development Company
Makkah Construction and Development Company (MCDC)
Al Akaria (Saudi Real Estate Company)

Sources: Cosmopolitan The Daily, Mordor Intelligence

Saudi Arabia Construction Industry Value (in USD Billion)



Sources: Knight Frank

United Arab Emirates

Key Growth Drivers

- UAE's economic growth in 2024 was primarily driven by diversification efforts, strong FDI, tech advancement, and stable oil markets.
- The non-oil sector's contribution to GDP hit 75.6% in 2023 (a jump from 70.3% in 2022), growing 3.8% Y-o-Y, with tourism, construction, and finance as key areas.
- The construction sector grew 10.25% Y-o-Y, supported by infrastructure expansion, government spending, and real estate demand.
- Comprehensive Economic Partnership Agreement (CEPA) exports rose to 42.3% in 2024, accounting for 25% of non-oil exports.
- In 2024, company registrations increased 17.02% Y-o-Y, the skilled workforce grew 13.23% Y-o-Y, and youth represented 51.86% of total employment.

Government Initiatives

- **UAE Strategy for Industrial Revolution:** The National Artificial Intelligence (AI) Strategy 2031 integrates AI across public and private sectors to enhance efficiency, innovation, competitiveness, and economic growth through strategic investments, regulatory frameworks, and partnerships in healthcare, transportation, and logistics.
- **National Programme for Small and Medium Enterprises (SMEs):** It supports Emirati entrepreneurs with expertise, training, and financial assistance, collaborating with government agencies and the private sector to foster entrepreneurship and a non-oil, knowledge-based economy.
- **Ports and Free Zones:** Dubai's global trade capacity is enhanced by the expansion of its Ports and Free Zones, including the Jebel Ali Port. To ensure efficient oversight, Dubai established the Dubai Ports Authority in 2023 to manage all related assets. This strategic development complemented the Jebel Ali Free Zone, which currently facilitates thousands of businesses.
- **Minimum Corporate Tax:** From 2025, UAE will introduce a 15% corporate tax on large multinationals under the Organisation for Economic Co-operation and Development (OECD) framework to increase revenue, support diversification, and maintain fiscal stability and investor confidence.

Construction Market Insights

- The construction industry grew strongly in 2024, driven by rapid urbanization in Dubai, Abu Dhabi, and Sharjah, with the urban population reaching 88%.
- Annual growth was 9.9% in 2024, supported by higher household spending on housing, energy-efficient upgrades, and home improvements.
- Non-residential projects dominated 2024 revenues at USD 73.5 billion, led by commercial, hospitality, and infrastructure developments such as Expo City, Al Maktoum International Airport expansion
- Initiatives such as the UAE 2050 Energy Strategy and Dubai 2040 Urban Master Plan stimulated green infrastructure and sustainable urban development. Real estate transactions totaled USD 169.5 billion in 2024, representing 5.9% of the GDP.

Source: Company Website, MEED projects, News Articles

Key Macro Economic & Demographic Indicators

Key Data	2024	2025E	2027F	2029F	2030F
Real GDP Growth (in %)	4.0	5.1	4.7	4.3	3.9
Nominal GDP (in USD Billion)	552	569	639	722	765
Rate of Inflation (CPI in %)	1.7	1.6	2.0	2.0	2.0
Population (in Million)	11.0	11.0	11.2	11.4	11.5
Employment Rate (in %)	76.1	76.1	76.1	NA	NA

Sources: IMF, MEED Projects, World Bank

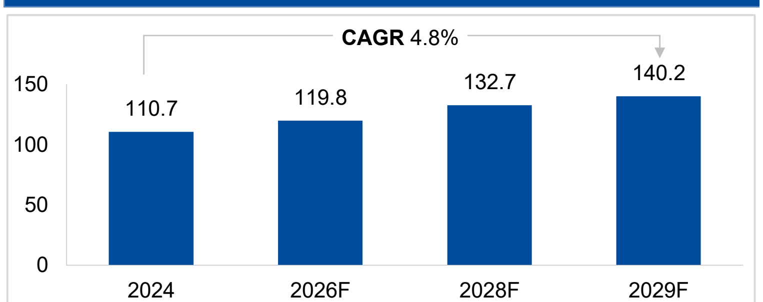
2023 GDP Breakup by Economic Activity

Sources: UAE Stats Website

Key Players
Emaar Properties
DAMAC Properties
Aldar Properties
Sobha Realty
Arada

Sources: Engel & Volkers, Inside Reality

UAE Construction Industry Value (in USD Billion)



Sources: Market Line

Qatar

Key Growth Drivers

- Hydrocarbons account for about 60% of Qatar's GDP and over 70% of government revenues.
- The North Field Expansion is expected to increase LNG production to 126 million tons annually by 2027, strengthening Qatar's position as a leading LNG exporter.
- In 2024, tourism contributed USD 15.1 billion to GDP, marking a 14% rise from 2023, supported by attractions such as Lusail Winter Wonderland and Al Maha Island.
- Qatar recorded a QAR 500 million (USD 137 million) budget deficit in 2025 after a three-year surplus, attributed to a 10% decline in oil and gas revenues, with a projected USD 1.7 billion deficit for 2024.In February 2025, Qatar issued USD 3 billion in sovereign bonds to support fiscal requirements.
- Expatriates comprise about 85–90% of the population and 94% of the workforce.
- The labor force continues to expand moderately, maintaining participation above 70% of the population.

Government Initiatives

- **Third National Development Strategy (NDS3, 2024–2030):** Qatar National Vision 2030 targets 4% annual GDP growth through 2030 by diversifying into manufacturing, tourism, logistics, education, healthcare, financial services, and information technology. It promotes innovation, targeting R&D spending at 1.5% of GDP, and supports private-sector-led growth through entrepreneurship and foreign investment.
- **LNG Expansion:** The North Field expansion is expected to increase LNG production capacity by 46% by 2027, raising GDP growth from 2.4% in 2025 to 7.9% in 2027.
- **Infrastructure and Budget:** Post-2022 FIFA World Cup investments in ports, roads, metro systems, and airports support non-hydrocarbon GDP growth. The 2025 QR210 billion (≈ USD 57.6 billion) budget prioritizes education, healthcare, and sustainability.
- **Investment and Vision:** The government is adopting PPPs and trade reforms as key tools to attract FDI. This strategy aligns with the broader goals of Qatar National Vision 2030, which seeks to achieve sustainable and diversified development across its human, social, economic, and environmental pillars.

Construction Market Insights

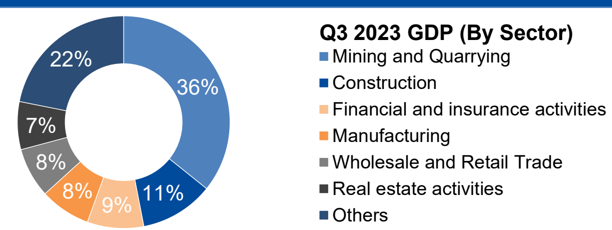
- The public sector continues to drive construction activity through significant government investments in infrastructure and development initiatives.
- In 2024, infrastructure construction accounted for around 30% of Qatar's overall construction market, led by major investments in highways, bridges, and rail networks.
- The residential sector expanded due to population growth and government focus on developing new cities and communities, supported by projects like Lusail City, designed to house about 250,000 people.
- Key growth drivers include smart city and digital infrastructure projects, industrial zone development, preparation for the 2030 Asian Games, tourism growth, and transport expansion

Key Macro Economic & Demographic Indicators

Key Data	2024	2025E	2027F	2029F	2030F
Real GDP Growth (in %)	2.4	2.9	7.8	1.6	3.4
Nominal GDP (in USD Billion)	220	222	260	283	297
Rate of Inflation (CPI in %)	1.2	0.1	2.3	2.0	2.0
Population (in Million)	3.0	3.1	3.1	3.1	3.2
Employment Rate (in %)	87.4	87.2	88.0	NA	NA

Sources: IMF, Wolrd Bank

Q3 2024 GDP Breakup by Economic Activity



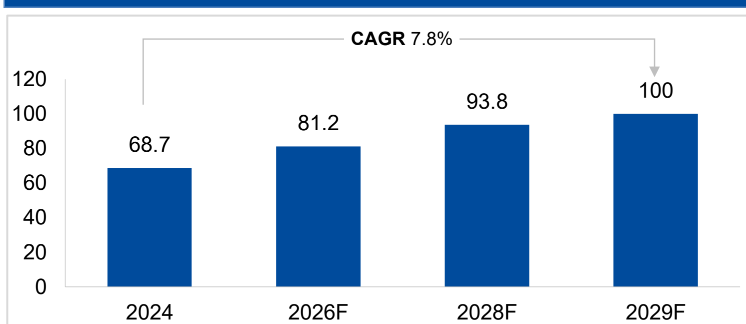
Sources: National Planning Council State of Qatar

Key Players

Key Players
Barwa Real Estate
Qatari Diar
Ezdan Holding Group
United Development Company (UDC)
Alfardan Properties

Sources: Steps Real Estate

Qatar Construction Industry Value (in USD Billion)



Sources: Research and Market (RM)

Bahrain

Key Growth Drivers

- Bahrain's economic growth in 2024 was driven by the non-oil sector, which accounted for ~86% of real GDP, underscoring the country's services-led growth model.
- The tourism sector recorded strong momentum, with ~14.9 million inbound visitors in 2024 and tourism receipts of around BHD 1.9 billion (USD ~5.0 billion), supporting hospitality, retail, and entertainment demand.
- Wholesale and retail trade benefitted from rising tourist inflows and steady domestic consumption, reinforcing Bahrain's role as a regional leisure and shopping destination for GCC visitors.
- The construction sector contributed ~6.5–7.0% to real GDP, supported by government-backed housing programs, infrastructure upgrades, and mixed-use urban redevelopment projects.
- Continued public investment and a stable population base supported employment and demand across construction, retail, and consumer-facing services.

Government Initiatives

- **Infrastructure Development:** Bahrain is implementing a USD 30 billion program covering 22 major projects, including five artificial islands, urban expansion, and connectivity works such as the King Hamad Causeway and Bahrain Metro.
- **Housing Boost:** The government allocated USD 2.1 billion for 2025–2026 to deliver 50,000 housing units and enhance service efficiency via private developer partnerships.
- **Golden Visa Program:** It offers long-term residency to expatriates and high-net-worth individuals to attract skilled professionals and investors.
- **Energy Transition Plan:** Targets 20% renewable energy and a 30% emission reduction by 2035 through clean energy investments.

Construction Market Insights

- The public sector continues to underpin construction activity in Bahrain through targeted government spending on transport, utilities, housing, and urban regeneration projects.
- Bahrain's construction industry is estimated at USD 3.1 billion in 2024 and is projected to grow steadily to USD 3.7 billion by 2029, reflecting a CAGR of 3.6% over the forecast period.
- Growth is being supported by residential and mixed-use developments, driven by population stability, housing demand, and redevelopment initiatives in Manama and surrounding urban areas.
- Key growth drivers include transport and road upgrades, social housing programs, digital and commercial infrastructure development, tourism-led projects, and selective private-sector participation in mixed-use and waterfront developments.

Key Macro Economic & Demographic Indicators

Key Data	2024	2025E	2027F	2029F	2030F
Real GDP Growth (in %)	3.0	3.2	2.8	2.9	3.2
Nominal GDP (in USD Billion)	48	50	54	57	59
Rate of Inflation (CPI in %)	0.9	0.3	1.3	2.0	2.0
Population (in Million)	1.5	1.6	1.6	1.7	1.9
Employment Rate (in %)	70.9	70.9	70.9	NA	NA

Sources: IMF, World Bank

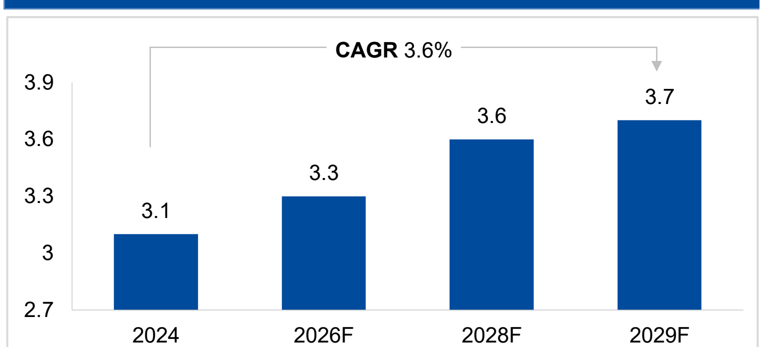
2024 GDP Breakup by Economic Activity

Sources: Ministry Finance & National Economy Brahain

Key Players

Key Players
Kooheji Development
Seef Properties
Bin Faqeeh Real Estate Investment Company
Edamah (Bahrain Real Estate Investment Co.)
Arada

Brahain Construction Industry Value (in USD Billion)



Sources: Global Data

Kuwait

Key Growth Drivers

- Non-oil sector's GDP increased by 3.6% in 2024, supported by moderate growth in productive and service-based activities, including public administration, defense, social security, financial intermediation, manufacturing, and real estate. Its contribution to total GDP rose to 56.6% (2024).
- In 2024, Kuwait's GDP contracted by 3.3% compared to 2023 due to a decline in oil prices, production, and export volumes.
- In 2024, real estate and rental activities expanded 8.3% because of property recovery and rising investments.
- Manufacturing grew by 2.4% (2024), indicating improvement despite higher costs and weaker demand.

Government Initiatives

- **Vision 2035:** The Government's overarching plan, aims to transform Kuwait into a regional financial and trade hub led by the private sector, supported by institutional reform and infrastructure development.
- **Urban and Port Development:** Kuwait is advancing large-scale urban and port infrastructure to strengthen trade, tourism, and regional connectivity. Flagship initiatives include the USD 132 billion Silk City (Madinat Al Hareer), anchored by Burj Mubarak Al-Kabir and supported by planned multi-island tourism and investment hubs. In parallel, the multi-phase Mubarak Al-Kabeer Port is being developed to enhance Kuwait's role as a regional logistics and maritime gateway.
- **3 New Cities:** In September 2025, bids were invited to develop Al Mutla'a, East Saad Al-Abdullah, and West Saad Al-Abdullah. These projects under the 2023 Real Estate Development Law target a housing backlog for 100,000 citizens.

Construction Market Insights

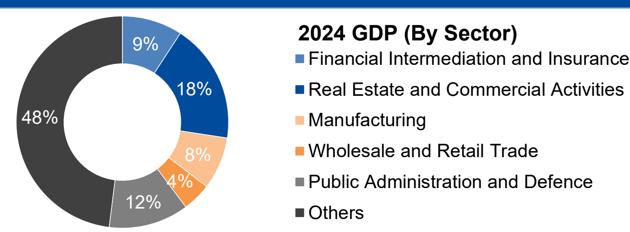
- The construction market's real-terms output was projected to grow 6.6% in 2024, supported by energy-sector investment and infrastructure development.
- The 2025–2026 budget allocates USD 5.6 billion for 124 projects in power, water, transport, infrastructure and others.
- In 2024, the residential segment made up to 35% of construction output, reflecting sustained housing demand.
- Public funding made up roughly 71% of total investment, with private-sector participation expected to rise.
- There are currently 300 active projects valued at USD 115 billion, with infrastructure accounting for nearly half.
- Challenges include high input costs, delayed tendering, and reliance on oil-funded public expenditure, limiting project momentum.

Key Macro Economic & Demographic Indicators

Key Data	2024	2025E	2027F	2029F	2030F
Real GDP Growth (in %)	(2.6)	2.6	2.3	2.2	2.3
Nominal GDP (in USD Billion)	160	157	169	183	190
Rate of Inflation (CPI in %)	2.6	2.2	2.0	1.8	1.7
Population (in Million)	5.0	5.1	5.3	5.5	5.6
Employment Rate (in %)	72.2	72.2	72.2	NA	NA

Sources: IMF, MEED Projects, World Bank

2024 GDP Breakup by Economic Activity

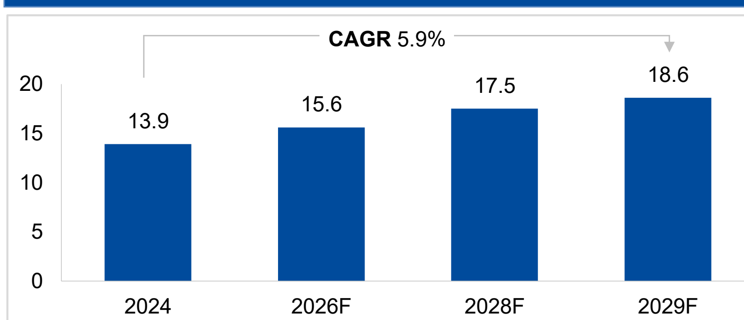


Sources: Central Bank of Kuwait (Economic Report)

Key Players

Key Players
United Real Estate Company (URC)
Tamdeen Group
National Real Estate Company (NREC)
Al Salhiya Real Estate
Aayan Real Estate

Kuwait Construction Industry Value (in USD Billion)



Sources: Market Publishers

Oman

Key Growth Drivers

- Oman's economy expanded in 2024, showing resilience amid global uncertainty and geopolitical tensions, supported by favorable oil prices, policy measures, and reforms.
- In 2024, real GDP grew by ~1.7%, compared with 1.4% in 2023, driven by stronger non-hydrocarbon sector growth of 3.5%.
- The manufacturing sector expanded by 7.5% in 2024, due to increased industrial capacity and reforms, while wholesale and retail trade grew by 5.3% from higher services activity.
- Fiscal discipline under the 10th Five-Year Development Plan (2021-25) focused on efficient public spending, while Vision 2040 reforms advanced economic diversification and institutional improvement
- The Central Bank's 2025 initiative directed sectoral lending, and the New Banking Law enhanced financial sector resilience, transparency, and competitiveness

Government Initiatives

- **Transport & Infrastructure Projects:** In 2024, the government advanced 42 national road projects, confirmed the Muscat Metro, invited bids for 2.6 km Amerat–Bausher tunnel tender (2025), and awarded USD 377 million in infrastructure contracts. Etihad Rail, Oman Rail, and Mubadala Investment Company formed Hafeet Rail to develop the 238 km Sohar–Abu Dhabi railway.
- **PPP & Urban Development:** The 2025 Budget, gave USD 2.34 billion for infrastructure, housing, and employment under Vision 2040. The Ministry of Housing and Urban Planning launched 130 initiatives, distributed 25,000 land plots, and developed integrated neighborhoods worth OMR 68 million (≈ USD 176 million).

Construction Market Insights

- In 2025, Oman's construction industry is estimated at USD 7.05 billion, continuing its recovery after six years of contraction between 2017 and 2022, driven by renewed public and private investment.
- In 2024, public expenditure accounted for 84% of total construction investment, with OMR 900 million (≈USD 2.34 billion) allocated to transport, housing, and industrial infrastructure
- In 2024, the residential sector made up 32% of market value; new projects formed 80% of output, and conventional on-site methods 93.6%. Muscat region alone contributed 41.3% of the construction market in the country

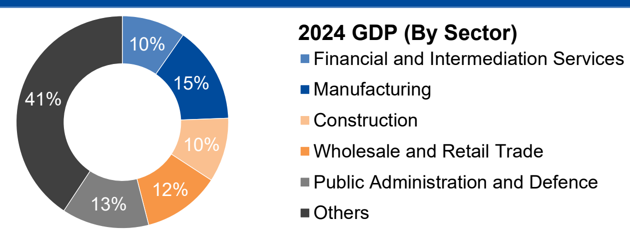
Source: Company Website, MEED projects, News Articles

Key Macro Economic & Demographic Indicators

Key Data	2024	2025E	2027F	2029F	2030F
Real GDP Growth (in %)	1.7	2.9	3.7	3.8	3.6
Nominal GDP (in USD Billion)	107	105	114	127	133
Rate of Inflation (CPI in %)	0.7	0.5	2.0	2.0	2.0
Population (in Million)	5.3	5.5	5.9	6.2	6.4
Employment Rate (in %)	67.3	67.3	67.3	NA	NA

Sources: IMF, World Bank

2024 GDP Breakup by Economic Activity

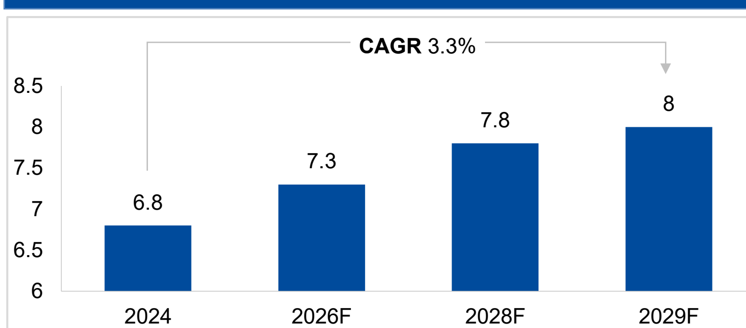


Sources: Central Bank of Oman (Annual Report 2024)

Key Players

Al-Madina Real Estate
Al Raid Group
Al Mouj Muscat
Muriya (Orascom Development JV)
Wujha Real Estate

Oman Construction Industry Value (in USD Billion)



Sources: Mordor Intelligence

Company Profiles

Al Madina Real Estate Company (Privately Owned) — Oman

Company Description

Established in 2005, Al Madina Real Estate Company is a public joint-stock real estate developer headquartered in Muscat, Sultanate of Oman. It engages in real estate investment, development, leasing and property maintenance, with constructed assets exceeding USD 1 bn managed through special purpose vehicles. Its operations cover residential, commercial, retail and tourism properties. Al Madina provides project feasibility, development, due diligence, corporate finance, construction and contracts management, mall management and facilities management services.

Business Segments/Services Portfolio

- **Residential & Mixed-Use Developments:** Key residential projects include Tilal Al Khuwair, Rihab Al Mawaleh Villas with a clubhouse, and staff housing for Duqm Refinery. Mixed-use developments like Tilal Complex and Shaden Al Hail integrate residential, retail, and commercial elements in a single urban footprint
- **Retail Developments:** Al Madina develops and operates large-format retail outlets such as Lulu Hypermarket at Wadi Kabir and Nesto Hypermarkets in Al Ansab, Seeb (Al Hail), and Wadi Kabir. The company is also developing a touristic community shopping mall in Duqm. Al Madina operates Muscat Grand Mall as its flagship retail destination, featuring entertainment options such as Bow & Arrow, an indoor archery attraction, alongside fashion outlets like Defacto. Additionally, retail components are integrated within mixed-use developments such as the Durra Residential Tower in Mabela and Ghala, and the Studio M Hotel in Al Hail.
- **Hospitality Development:** Their hospitality portfolio includes Salalah Millennium Resort, Grand Millennium Muscat, Millennium Executive Apartments, and Millennium Studio M at Al Hail. Additional offerings such as chalets in Qurayyat support the tourism and leisure segment.

Recent Developments

- In June 2025, Qurayyat Development Company (a JV of Al Madina Real Estate and Space Gulf) began construction of the Qurayyat "Hayy Al Sahel" ITC, including 400 residential units in Phase 1, a mixed-use boulevard, and leisure facilities.
- In May 2025, Al Madina launched sales for Phase 1 of Al Ahd Neighborhood's Al Salam Square (1 of 3 residential phases), featuring 1,065 units worth USD 130 mn (OMR 50 mn), with villa prices starting at USD 135,200 (OMR 52,000) and bank financing options.
- In April 2024, MoHUP signed an agreement with Al Madina to develop the Al Ahd Neighborhood in Al Amerat, comprising 965 units with an investment of USD 135.2 mn (OMR 52 mn) under the Integrated Residential Neighborhoods program

Recent and upcoming projects in Oman

Year of completion	Project Type	Project Name	Project Description
2026	Mixed-Use	Qurayyat Development Company - Al Sahel Tourism: Phase 1	▪ USD 100 million phase with 400 residential units and a mixed-use boulevard ▪ Includes 38,700 sqm of entertainment and retail facilities ▪ Infrastructure: 4,000 cubic meter/day wastewater plant, 4,300 kVA substations, and primary access roads ▪ Features a 4-star hotel with 220 keys, including 100 chalets
2025	Healthcare	Duqm Development Co - Duqm Frontier Town - Multi-Specialty Hospital (Phase 2A)	▪ USD 18.2 million (OMR 7 million) project in Duqm SEZ ▪ 100+ bed hospital ▪ Expands capacity from 35 to 75 beds ▪ Supports regional growth and Oman Vision 2040

Source: Company Website, MEED projects, News Articles

Al Raid Group (Privately Owned) Oman

Company Description

Established in 1974, Al Raid Group is a diversified Omani conglomerate that began with home appliances and expanded into carpets, handicrafts, trading, and later real estate development. It has delivered over 20 projects across Oman, developing more than 5 million sq ft of built-up area, with 2 million sq ft currently (as of September 2025) under construction. Its real estate portfolio spans malls, offices, residences, logistics infrastructure, and property management. Beyond real estate, Al Raid operates across oilfield equipment distribution, landscaping, sports surfacing, furnishings, civil maintenance, kitchen and catering solutions, and luxury retail (carpets, antiques, jewelry, watches, perfumes). The company is now preparing for large-scale commercial and real estate expansions.

Business Segments/Services Portfolio

- **Residential Development:** Al Raid has been active in residential development in Oman since 2015. The Mumtaz Residence project in the Madinat Al Bahr (MBD) area includes 264 residences with a built-up area of 40,000 sqm
- **Retail Development :** The company develops shopping malls that integrate retail, leisure, and entertainment facilities, such as The Al Araimi Complex in the Al Qurum Area (15,000 sqm), Al Araimi Boulevard (2018) (70,500 sqm leasable area, 220 retail stores, over 10 cinema screens including 4D cinema, and a food court with 1,200 seats), and Al Manuma Plaza (6,000 sqm area with more than 50 retail and food and beverage outlets)
- **Commercial Development:** It develops and leases commercial office spaces in Muscat. The portfolio covers 30,000 sqm built-up area leased to banks, anchor stores, and petroleum companies
- **Logistics Development**: Al Raid develops and leases logistics facilities. Its project in Al Ghala includes 20,000 sqm of space leased to established food distribution companies
- **Property Management:** Al Raid provides asset and facility management services through a dedicated team of professionals that oversees the design, execution, and long-term maintenance of its properties

Recent Developments

- In 2020, Al Araimi Walk, planned as Oman's first outlet mall, was scheduled to open in September 2020 by Al Raid. The project was to include 164 retail outlets, seven entertainment hubs, a hypermarket, an IMAX cinema, an indoor water park, a snow village, and an ice-skating rink. Construction began in July 2018, but the project stalled, and no further updates have been made; it remained unfinished.
- In 2018, Al Araimi Boulevard, a large-scale family entertainment and retail complex was opened by Al Raid in Al Khoudh, Muscat.

Source: Company Website, MEED projects, News Articles

Al Saedan Real Estate Company (Privately Owned) — Saudi Arabia

Company Description

Al Saedan Real Estate Company ('Al Saedan'), founded in 1934, is headquartered in Riyadh, Saudi Arabia. The company engages in real estate activities such as the development of residential, commercial, hospitality, logistics, and land projects, as well as trading, sales, leasing, real estate brokerage, consulting, valuation, and property management services. Its projects involve shopping and mixed-use complexes, residential compounds, land plots in urban neighborhoods, logistics facilities, and hospitality assets across Riyadh and other cities. Also, it maintains collaborations with agencies in the Arab world, North Africa, the United States, and Europe for exchange of real estate market information.

Business Segments/Services Portfolio

- **Commercial Development:** Al Saedan has developed and manages several commercial, office, and mixed-use properties in Riyadh and Jeddah, including Al Wadi Plaza, Rowana 1 & 2, Jasmine Building, Family Oasis, Al Saedan HQ, Oro Square, Black Garden, Al Takhassusi Building, Tuwaiq Gate, Stage Center, Madrid Building, Concord Building, Asal Plaza, Al Qadisiyah Yard, and Ibrahim Center.
- **Residential Development:** The company has built residential compounds and villas in Riyadh, such as Murada Compound, Noble Compound, and Naflaim Compound.
- **Land Development:** Al Saedan has executed large-scale land planning and development projects across Upper Planks, Al-Qadisiyyah Plan, Neighborhood Planners, Al-Murooj, Al-Nakheel, Al-Muhammadiyah, and Al-Rahmaniyah Districts.
- **Hospitality Development:** The company developed hotels in key locations, including Courtyard North Ring Hotel (Riyadh) and Courtyard Hotel (Makkah).
- **Logistics Development:** Al Saedan operates logistics assets such as Sunset Station, Al Masyaf Station, Sudair Station, Jeddah Logistics Warehouses, and Thebes Stations.

Recent Developments

- In August 2025, Al Saedan signed a strategic partnership with VIVA Supermarket (Landmark Group), making VIVA an anchor tenant at Oro Square, one of its latest commercial projects in Riyadh.
- In May 2024, Al Saedan Real Estate acquired a residential-commercial masterplan northeast of Riyadh on Thumama Road, valued at approximately SAR 2 bn (USD 533 mn)

Recent and upcoming projects in Saudi Arabia

Year of completion	Project Type	Project Name	Project Description
2025	Residential	Deem Residence 10	▪ Residential complex in Riyadh with 200+ units, modern apartments, smart home features, and leisure facilities
	Mixed-Use	ORO Square at King Fahd Road in Riyadh	▪ Mixed-use development in Riyadh spanning 50,000+ sqm with luxury retail, fine dining, and premium office spaces

Source: Company Website, MEED projects, News Articles

ALPEN CAPITAL

Aldar Properties PJSC (Publicly Listed) — UAE

Company Description

Founded in 2004 and based in Abu Dhabi, Aldar Properties PJSC is a listed real estate developer and investor with operations spanning development, investment, and asset management. Through Aldar Development and Aldar Investment, it manages large-scale projects and income-generating assets across Yas Island, Saadiyat Island, Al Raha, and Reem Island. Aldar's portfolio includes residential, commercial, retail, and logistics properties, supported by services in sales, leasing, and facilities management, focusing on integrated urban and mixed-use communities across the UAE.

Business Segments/Services portfolio

- **Residential & Mixed-Use Development**: Develops large master-planned and integrated communities across Fahid Island, Yas Island, Saadiyat Island, Al Raha Beach, and Reem Island, including lifestyle destinations like Saadiyat Grove.
- **Retail Development:** Owns and operates major malls and community centers such as Yas Mall, The Galleria Al Maryah Island, Remal Mall, and Al Jimi Mall.
- **Commercial Development:** Manages office assets including Yas Plaza Hotels Tower and Saadiyat Grove Business Park.
- **Hospitality & Leisure Development:** Portfolio includes W Abu Dhabi – Yas Island, Saadiyat Beach Club, Nurai Island Resort, and the upcoming Nobu Hotel Saadiyat Island.
- **Aldar Estates:** Offers property, facilities, and community management, along with valuation and consultancy services.
- **Aldar Education:** Operates schools, academies, and a teacher training academy in Abu Dhabi.

Recent Developments

- In August 2025, Aldar launched five new UAE projects, including two residential communities on Fahid Island, Waldorf Astoria Residences Yas, Manarat Living III on Saadiyat Island, and The Wilds in Dubai.
- In June 2025, Aldar unveiled the Fahid Island masterplan, an 11 km waterfront mixed-use development with residential, retail, and leisure components.
- In February 2025, Aldar announced an AED 5 bn (USD 1.36 bn) pipeline of recurring income assets in Abu Dhabi, including a Grade A office tower on Yas Island and a business park at Saadiyat Grove, with delivery scheduled between 2025 and 2027

Recent and upcoming projects in UAE

Year of completion	Project type	Project name	Description
2026	Residential	Saadiyat Lagoons District: Package 3	▪ 975 mangrove villas on Saadiyat Island in a 615,000 sqm project led by Innovo Build ▪ Project set amid 900,000 sqm of protected wilderness
		Saadiyat Lagoons District: Residential Villas: Phase 2 & 4	▪ 6-bedroom villas in Phases 2 and 4 on Saadiyat Island

Source: Company Website, CAPIQ, News Articles, Thomson Reuters

Current Price (US$)	2.4

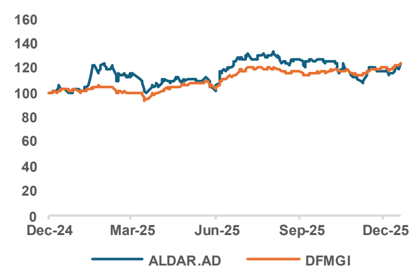
Price as on January 09, 2026

Stock Details

Ticker	ALDAR
52 weeks high/low	2.7/1.8
Market Cap (US$ mn)	19,201.1
Enterprise Value (US$ mn)	22,411.1
Shares Outstanding (mn)	7,862.6

Source: S&P Capital IQ

Share Price Chart



Source: S&P Capital IQ

Valuation Multiples

	2025	LTM
P/E (x)	25.6	18.9
P/B (x)	2.0	1.8
EV/Sales (x)	3.5	2.7
Dividend Yield (%)	2.1	2.0

Source: S&P Capital IQ

Financial Performance

USD Million	FY 2023	FY 2024
Revenue	14,161	22,998
Operating Income	3,751	5,918
ROAE (%)	12.1	16.0
ROAA (%)	3.4	4.6

Source: S&P Capital IQ

Shareholding Structure

International Holding Company P.J.S.C.	26.5%
Mubadala Investment Company PJSC	25.1%
Others	48.4%
Total	**100.0%**

Source: S&P Capital IQ

ALPEN CAPITAL

Arada (Privately Owned) UAE

Company Description

Founded in 2017 and headquartered in Sharjah, Arada is a private real estate developer with a UAE and Australia project pipeline worth over USD 24.5 bn (AED 90 bn), having sold 17,000+ homes and completed 10,000+ units by 2025. Its developments, including Nasma Residences, Aljada, Masaar, Jouri Hills, Armani Beach Residences, and W Residences, span residential, commercial, hospitality, and lifestyle sectors, alongside brands like Wellfit gyms, Zad food parks, Manbat markets, and Artal fashion. Arada emphasizes sustainability with green landscapes, energy-efficient infrastructure, and eco-conscious design, such as Masaar with 70,000+ trees and smart water systems.

Business Segments/Services Portfolio

- **Residential Development:** Arada undertakes large-scale housing and mixed-use schemes. Major projects comprise Aljada, Masaar and Nasma Residences in Sharjah, and Jouri Hills within Jumeirah Golf Estates in Dubai. Further, it delivers high-end branded residential schemes, such as Armani Beach Residences at Palm Jumeirah in Dubai and W Residences at Dubai Harbour, with Jouri Hills also positioned as a premium lifestyle community.
- **Commercial & Retail Development:** Arada incorporates business and shopping zones into its master communities. Examples are the commercial and boulevard retail areas at Aljada and the Masaar Central retail hub.
- **Hospitality:** Arada collaborates to add hospitality-driven living options within its developments. This includes Rove Home Aljada along with other hotel and serviced-living components at Aljada.
- **Leisure & Community Development:** It develops leisure and community spaces across its projects. Facilities include Wellfit fitness centers, Zad food parks, and Manbat farmers' market initiatives integrated within Aljada and Masaar

Recent Developments

- In May 2025, Arada acquired Roberts Co's New South Wales operationsas part of its international expansion.
- In December 2024, it acquired fitness brands FitnGlam, The Platform Studios, and FITCODE, integrating them into Wellfit
- In August 2024, Arada entered the Australian market with a USD 132 mn (AED 200 mn) investment for five sites in New South Wales, marking its first international expansion.
- In June 2024, Arada launched a USD 1 bn trust certificate programme with a USD 400 million inaugural drawdown; its first public sukuk was USD 350 million in June 2022.
- In May 2024, it launched a Hospitality & Entertainment division and partnered with Minor Hotels for the Anantara Sharjah Resort & Residences, slated for completion in late 2027.
- In November 2024, Arada was named Luxury Real Estate Developer of the Year at the Construction Innovation Awards and partnered with Armani/Casa and Tadao Ando for Armani Beach Residences, Palm Jumeirah, as well as with Marriott International for W Residences, Dubai Harbour, achieving LEED Silver precertification

Recent and upcoming projects in UAE

Year of completion	Project Type	Project Name	Project Description
2027	Commercial	ARADA Central Business District	▪ Total of 40 smart buildings with 4.3 million sq ft of leasable space ▪ Phase 1 comprises 8 buildings totaling 812,000 sq ft
2025	Residential	Sokoon Blocks & Two New Apartment Blocks	▪ 620 smart units across 7 buildings ▪ Amenities include pools, parks, and retail ▪ Part of a 24 million sq ft development

Source: Company Website, MEED projects, News Articles

Barwa Real Estate Company QPSC (Publicly Listed) — Qatar

Company Description

Founded in 2005 and headquartered in Doha, Barwa Real Estate Company Q.P.S.C is Qatar's largest publicly listed real estate developer by assets and project scale. While primarily operating in Qatar, it also has significant investments in Saudi Arabia, Egypt, the UK, and Russia. Its core business spans real estate development, sales, leasing, project consultancy, property management, brokerage, and real estate financial services

Business Segments/Services portfolio

- **Retail & Community Development:** Barwa develops integrated community projects combining residential, retail, and leisure, including Barwa Village, Barwa Village Expansion, and Madinat Al Mawater
- **Industrial & Logistics:** Provides dedicated industrial and warehousing infrastructure through projects like Umm Shahrain Warehouses and Barwa Al Baraha Warehouses
- **Workers' Accommodation & Support Facilities:** One of Qatar's largest workforce housing developers, with Barwa Al Baraha, Mesaieed Village, Dukhan City Workers Villages, and Ras Laffan Workers Accommodation, offering recreational and healthcare services; supported by Alkhor Workers Sports Complex and AL Khor Workers Recreation Expansion
- **Mixed-Use & Commercial Development:** Integrates residential, commercial, and office spaces, with key assets including Asas Towers, Barwa Al Sadd, Alaqaria Tower, and Alaqaria Projects in Mesaieed
- **International Real Estate Investments:** Diversifies its portfolio with assets such as Cavendish Square Building (London, UK), Larnaca Land (Cyprus), Fez and Marrakesh Projects (Morocco), and Bahrain Bay (Bahrain)

Recent Developments

- In 2025, Barwa launched the Madinatna Schools Project to enhance educational infrastructure and initiated the Barwa Al Baraha Expansion to provide labor accommodations with sustainable amenities and improved living standards
- In 2024, Barwa launched Barwa Hills in Lusail City, with Phase 1 fully sold out, and opened leasing for Madinat Al Mawater (Phase 3), an automotive hub with showrooms, workshops, and service facilities
- In 2024, Barwa formed strategic partnerships with WOQOD, Fahes, and Lesha Bank, and strengthened cybersecurity through Zero Trust Network Access (ZTNA)

Recent and upcoming project in Qatar

Year of completion	Project type	Project name	Description
2026	Education	ASHGHAL Public Private Partnership Schools Development: Package 2	▪ Construction of 14 schools for over 10,000 students ▪ Utilizes modern methods such as 3D printing and modular building

Current Price (US$)	0.8

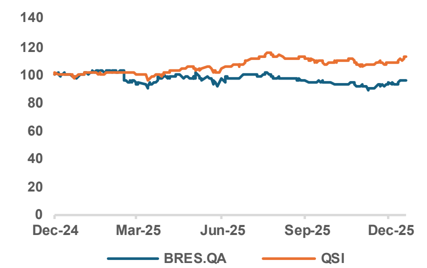
Price as on January 09, 2026

Stock Details

Ticker	BRES
52 weeks high/low	0.8/0.7
Market Cap (US$ mn)	2,893.4
Enterprise Value (US$ mn)	5,982.2
Shares Outstanding (mn)	3,891.2

Source: S&P Capital IQ

Share Price Chart



Source: S&P Capital IQ

Valuation Multiples

	2025	LTM
P/E (x)	41.1	31.5
P/B (x)	0.4	0.4
EV/Sales (x)	11.3	11.4
Dividend Yield (%)	6.8	6.6

Source: S&P Capital IQ

Financial Performance

USD Million	FY 2023	FY 2024
Revenue	1,622	1,915
Operating Income	898	1,041
ROAE (%)	5.7	5.6
ROAA (%)	1.4	1.7

Source: S&P Capital IQ

Shareholding Structure

Government of Qatar	45.0%
Others	55.0%
Total	**100.0%**

Source: S&P Capital IQ

Source: Company Website, CAPIQ, News Articles, Thomson Reuters

DAMAC Properties Dubai Co. PJSC (Privately Owned) UAE

Company Description

Founded in 2002, DAMAC Properties Dubai Co. PJSC ('DAMAC') is one of the most prominent private luxury real estate developers in the Middle East. It is headquartered in Dubai and operates under the umbrella of DAMAC Group (or 'the Group', 1982), which has diversified interests across real estate, hospitality, data centers, fashion, and capital markets. Originally listed on the Dubai Financial Market (DFM) in 2015, DAMAC was delisted in 2022 as part of the Group's broader strategic repositioning.

Business Segments/Services Portfolio

- **Residential Development:** DAMAC offers premium villas, townhouses, apartments, and branded penthouses, often in collaboration with luxury brands such as Roberto Cavalli, Versace, de GRISOGONO, and Trump. Properties are in prime locations and provide high ROI, tax-free ownership, and Golden Visa benefits
- **Hospitality & Leisure Development:** Through DAMAC Hotels & Resorts, it operates upscale hospitality assets including Paramount Hotels, DAMAC Maison, and partnerships with Radisson and Rotana, offering luxury accommodations and lifestyle services integrated within residential and mixed-use developments
- **Mixed-Use Communities & Lifestyle Development:** DAMAC developments combine residential, commercial, and hospitality spaces with premium amenities such as golf courses, marinas, fitness and wellness facilities, theme parks, retail promenades, and cultural venues. Projects like DAMAC Lagoons and DAMAC Islands deliver resort-style living and immersive lifestyle experiences.

Recent Developments

- In January 2025, DAMAC launched Riverside Views, its first development of the year, within the newly introduced DAMAC Riverside community, continuing its strategic expansion
- In November 2024, DAMAC unveiled its largest master-planned community, DAMAC Islands, in the heart of Dubailand
- In August 2024, DAMAC entered Ras Al Khaimah with the launch of Shoreline by DAMAC, expanding its UAE footprint
- In May 2024, DAMAC established new offices in Beijing and Singapore to strengthen its international presence and target luxury real estate demand among high-net-worth individuals in Asia

Recent and upcoming projects in UAE

Year of completion	Project Type	Project Name	Project Description
2028	Residential	Trump Organization – DAMAC Hills	▪ Prestigious residential project with private gardens and swimming pools ▪ Offers personalized golf carts and access to Trump International Golf Club Dubai
2027		DAMAC Lagoons	▪ Mediterranean-inspired waterfront community ▪ Themed clusters include Santorini and Costa Brava ▪ Includes villas and townhouses
2025		Cavalli Casa Tower	▪ 70-storey high-rise in Dubai Marina ▪ Features 1, 2, and 3-bedroom beach and palm-facing apartments

Source: Company Website, MEED projects, News Articles

Danube Properties (Privately Owned) — UAE

Company Description

Established in 2014 and headquartered in Dubai, Danube Properties is the real estate arm of the Danube Group and one of the fastest-growing private developers in the region. It has launched over 24 residential projects, delivering more than 11,500 units with a combined value exceeding USD 2.7 bn. Danube's portfolio includes residential and commercial developments focused on affordability, quality, and timely delivery, and it is known for its innovative 1% monthly payment plan that broadens access to

Business Segments/Services Portfolio

- **Real Estate Development:** Danube focuses on affordable luxury, having launched over 30 projects across Jumeirah Lake Towers, Business Bay, Al Furjan, Arjan, and Dubai Silicon Oasis, including Diamondz, Bayz 101, Oceanz, Sportz, Elitz, and Petalz.
- **Residential Development:** Offers fully furnished apartments from studios to four-bedroom units, featuring 40+ lifestyle amenities such as gyms, pools, outdoor cinemas, BBQ areas, and children's play zones, catering to end-users and investors in communities with strong rental demand and capital appreciation potential.
- **Mixed-Use Communities & Amenities Development:** Integrates retail and leisure elements within primarily residential projects in prime, well-connected locations, providing modern conveniences for contemporary urban living and reinforcing its

Recent Developments

- In January 2024, Danube partnered with the Dubai Multi Commodities Centre (DMCC) to launch a USD 545 mn residential project in Jumeirah Lake Towers, adding 1,200 units.
- In August 2023, Danube introduced Elitz 3 in Jumeirah Village Circle, a twin-tower development with 750 units across 40- and 46-storey towers, valued at USD 218 mn, expected to complete by Q4 2026.
- In July 2023, Danube launched Elitz 2 in JVC, offering 750 units with a development value of USD 245 mn, featuring 40+ amenities, and expected completion in Q3 2026.
-

Recent and upcoming projects in UAE

Year of completion	Project Type	Project Name	Project Description
2028	Residential	Jumeirah Lake Towers: Diamondz	▪ Two 65-storey towers ▪ 1,200 furnished apartments across 1.7 million sq ft
2025	Residential	Arjan: Skyz Tower	▪ 41-storey residential project in Arjan, Dubai ▪ 808 units over 67,837 sq ft

Source: Company Website, MEED projects, News Articles

Dar Al Arkan Real Estate Development Company PJSC (Publicly Listed) — Saudi Arabia

Company Description

Founded in 1994 and headquartered in Riyadh, Dar Al-Arkan operates in eight countries with offices in Riyadh, Jeddah, Mecca, Madina, Dubai, London,w and Bosnia, employing over 400 people. Its business spans land development integrated residential complexes, commercial properties, and property management. To date, Dar Al-Arkan has delivered 15,000 residential units and 500,000 sqm of commercial space, managing assets valued at USD 8.2 bn

Business Segments/Services portfolio

- **Real Estate Development:** Dar Al Arkan develops master-planned residential communities, commercial complexes, and mixed-use projects, including Shams Ar Riyadh, Parisiana, Dar Al Mashaer, Sidra, and Upside Living Villas.
- **Investment Portfolio:** Through its subsidiary Dar Global, it manages real estate assets and investments in Saudi Arabia and internationally, including Trump Tower Dubai, Trump International Golf Course and Villas in Muscat, Urban Oasis by Missoni in Dubai, and Les Vagues Residences by Elie Saab in Qatar.
- **Interior & Branded Experience:** Partners with global design brands to deliver luxury living with branded interiors, premium fit-outs, custom furnishings, and exclusive lifestyle experiences in upscale residences.

Recent Developments

- In 2025, Dar Al Arkan, in partnership with Kenzi Al Arabiya and other investors, secured a major real estate bid in Jeddah valued at USD 1.2 bn
- The company plans to support Dar Global PLC in pursuing real estate growth opportunities in Saudi Arabia through projects, acquisitions, and joint ventures as part of Dar Global's international expansion strategy

Recent and upcoming projects

Year of completion	Project type	Project name	Description
2028	Residential	Trump Tower in Jeddah	▪ 47-storey luxury seafront tower ▪ Features Saudi's first Trump club, residences, fine dining, cigar lounge, and wellness center (**Saudi Arabia**)
2028	Residential	AIDA Mixed Use Development: Trump Villas	▪ 5-bedroom hillside villas ▪ Offers golf club access, sea views, and wellness amenities (**Oman**)
2025	Mixed-Use	Shams Al Arous in Jeddah	▪ Master-planned 863,000 sqm community ▪ Includes residences, schools, commercial hubs, green spaces, mosques, and government offices (**Saudi Arabia**)

Source: Company Website, CAPIQ, News Articles, Thomson Reuters

Current Price (US$)	4.4

Price as on January 09, 2026

Stock Details	
Ticker	4300
52 weeks high/low	6.3/3.8
Market Cap (USD mn)	4,826.6
Enterprise Value (USD mn)	6,891.9
Shares Outstanding (mn)	1,080.0

Source: S&P Capital IQ

Share Price Chart

Source: S&P Capital IQ

Valuation Multiples

	2025	LTM
P/E (x)	35.7	23.7
P/B (x)	0.8	0.8
EV/Sales (x)	6.8	6.7
Dividend Yield (%)	N/A	N/A

Source: S&P Capital IQ

Financial Performance

USD million	FY 2023	FY 2024
Revenue	2,707	3,759
Operating Income	865	1,334
ROAE (%)	3.0	3.8
ROAA (%)	1.6	2.3

Source: S&P Capital IQ

Shareholding Structure

Investment Managers	5.7%
Others	94.3%
Total	**100.0%**

Source: S&P Capital IQ

Emaar Properties PJSC (Publicly Listed) UAE

Company Description

Emaar Properties PJSC, headquartered in Dubai, is a leading global real estate developer recognized for iconic urban destinations and premium lifestyle communities across the Middle East, North Africa, and Asia. With a land bank of 1.67 billion sq ft in the UAE and key international markets, Emaar's portfolio includes landmark developments such as Downtown Dubai, Burj Khalifa, Dubai Mall, and Dubai Marina, alongside a strong presence in Egypt, India, Pakistan, Turkey, Saudi Arabia, Morocco, the USA, and Jordan

Business Segments/Services portfolio

- **Retail Development:** Emaar Malls develops and manages major retail assets, including The Dubai Mall, Dubai Hills Mall, Dubai Marina Mall, and others.
- **Hospitality Development:** Through Emaar Hospitality Group, the company operates luxury brands such as Address Hotels and Resorts, Vida Hotels and Resorts, Armani Hotels, and Rove Hotels, along with leisure destinations like golf clubs, equestrian clubs, and marinas.
- **Entertainment and Attractions Development:** Emaar Entertainment manages attractions including Reel Cinemas, Dubai Aquarium & Underwater Zoo, Sky Views Dubai, Dubai Opera, Dubai Ice Rink, and KidZania.
- **International Projects:** Emaar has developed projects internationally in Egypt, India, Pakistan, Turkey, Saudi Arabia, and the USA, including Uptown Cairo, Emaar Oceanfront, Tuscan Valley, and Jeddah Gate.

Recent Developments

- Between 2025 and 2029, Emaar plans to deliver over 42,000 residential units across its masterplan communities.
- In 2024, Emaar added 141 mn sq ft of prime development land valued at USD 26.15 bn, increasing its total gross land bank to 367 mn sq ft, and launched new projects across major developments including The Valley, Dubai Hills Estate, The Oasis, Rashid Yachts & Marina, and Dubai Creek Harbour, securing its pipeline through 2029.

Recent and upcoming projects in UAE

Year of completion	Project type	Project name	Description
2030	Residential	The Heights Country Club and Wellness Centre	▪ Wellness-focused community covering 81 million sq ft
2029	Residential	The Oasis	▪ Waterfront luxury destination spanning over 100 million sq ft ▪ Features 3,100 villas and mansions
2028	Mixed-Use	Rashid Yachts & Marina	▪ Waterfront development with floating yacht club ▪ 4,300 berths and 6 parks

Source: Company Website, CAPIQ, News Articles, Thomson Reuters

Current Price (US$)	3.9

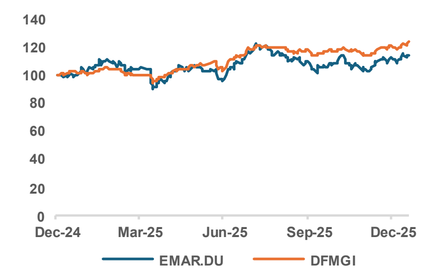
Price as on January 09, 2026

Stock Details

Ticker	EMAAR
52 weeks high/low	4.3/2.9
Market Cap (USD mn)	35,132.8
Enterprise Value (USD mn)	36,224.8
Shares Outstanding (mn)	8,838.8

Source: S&P Capital IQ

Share Price Chart



Source: S&P Capital IQ

Valuation Multiples

	2025	LTM
P/E (x)	16.6	13.1
P/B (x)	1.5	1.4
EV/Sales (x)	3.7	2.9
Dividend Yield (%)	7.1	6.9

Source: S&P Capital IQ

Financial Performance

USD million	FY 2023	FY 2024
Revenue	26,750	35,505
Operating Income	13,008	16,136
ROAE (%)	18.1	19.0
ROAA (%)	5.9	6.7

Source: S&P Capital IQ

Shareholding Structure

Investment Corp. of Dubai	22.3%
Dubai Holding	7.5%
California State Teachers Retirement System	0.1%
Others	70.1%
Total	**100.0%**

Source: S&P Capital IQ

Ezdan Holding Group (Publicly Listed) — Qatar

Company Description

Ezdan Holding Group, founded in 1960 and converted into a public shareholding company in 2007, is a leading real estate conglomerate based in Doha. It is one of the largest developers in the Persian Gulf, managing over 32,000 residential units across Qatar, with a diverse portfolio of residential, commercial, and multi-purpose properties. The group has also expanded into hospitality, mall management, and investments in media, banking, healthcare, and insurance.

Business Segments/Services portfolio

- **Residential Development:** Ezdan manages over 29,000 residential units across Qatar, including large-scale villages in Al Wakrah and Al Wukair and urban compounds in Doha, providing fully furnished, affordable housing for middle-income families.
- **Retail Development:** Operates community malls such as Ezdan Mall Gharafa, Ezdan Mall Al Wakrah, and Ezdan Mall Al Wukair, strategically serving growing residential areas.
- **Hospitality Development:** Owns landmark hospitality assets including Ezdan Hotel West Bay (3,000+ rooms), Ezdan Palace Hotel, and the Curve Hotel, catering to business and leisure travelers.
- **Mixed-Use & Integrated Projects:** Flagship developments like Ezdan Oasis in Al Wukair combine over 9,300 residential and commercial units with green spaces, retail outlets, and amenities, reflecting a focus on large-scale, sustainable urban communities.

Recent Developments

- In 2025, Ezdan developed Al Safwa Complex in Al Wukair, a luxury residential project with premium finishes and upscale amenities, marking a move into the high-end housing segment.
- In 2024, Ezdan expanded Ezdan Oasis in Al Wukair, a 1 mn sqm integrated development with 8,769 residential and 591 commercial units for 35,000+ residents and 35% green space, and advanced construction of Al Janoub Gardens in Al Wakrah, adding 2,368+ apartments and 240 commercial spaces for over 10,000 residents, including sports facilities and 4,400 parking spots.

Recent and upcoming project in Qatar

Year of completion	Project type	Project name	Description
2027	Residential	Ezdan - 51 Villa Complex in Al Daayen	▪ Residential development comprising 51 villas in Al Daayen

Source: Company Website, CAPIQ, News Articles, Thomson Reuters

Current Price (US$)	0.3

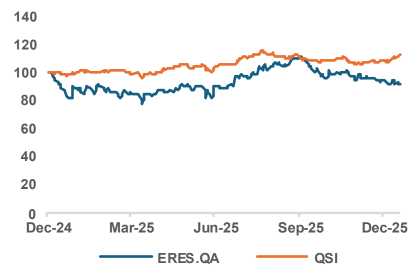
Price as on January 09, 2026

Stock Details

Ticker	ERES
52 weeks high/low	0.3/0.2
Market Cap (USD mn)	7,737.8
Enterprise Value (USD mn)	10,879.7
Shares Outstanding (mn)	26,524.0

Source: S&P Capital IQ

Share Price Chart



Source: S&P Capital IQ

Valuation Multiples

	2025	LTM
P/E (x)	148.7	87.4
P/B (x)	0.8	0.8
EV/Sales (x)	21.6	21.1
Dividend Yield (%)	N/A	N/A

Source: S&P Capital IQ

Financial Performance

USD million	FY 2023	FY 2024
Revenue	1,852	1,833
Operating Income	1,331	1,340
ROAE (%)	0.2	0.3
ROAA (%)	1.7	1.7

Source: S&P Capital IQ

Shareholding Structure

Al Tadawul Holding Group	54.2%
Waqf of Sheikh Thani	22.8%
Imtilak Group	17.2%
Others	5.9%
Total	**100.0%**

Source: S&P Capital IQ

Jabal Omar Development Company (Publicly Listed) — Saudi Arabia

Company Description

Founded in 2006 and based in Makkah, Jabal Omar Development Company (JODC) is one of Saudi Arabia's largest listed real estate developers, specializing in large-scale mixed-use projects. Its flagship development near the Grand Mosque features luxury hotels, residences, and retail spaces, developed in partnership with global hotel brands to cater to growing demand from pilgrims with premium hospitality and urban infrastructure.

Business Segments/Services portfolio

- **Residential Development:** JODC offers premium residential units for freehold ownership, catering to residents and investors seeking high-standard living near spiritually significant sites, managed by international property experts.
- **Hospitality Developments:** Operates luxury hotels within the Jabal Omar development near the Grand Mosque, in partnership with brands like Jumeirah, Hilton, Marriott, and Hyatt, including the Jabal Omar Address Makkah hotel, serving pilgrims and visitors.
- **Retail Developments:** Manages commercial centers and malls under "Aswaq Jabal Omar," including Souk Makkah Gate and Souk Al-Khalil (1, 2, 3), offering shopping and dining experiences near key religious landmarks.
- **Experiential & Cultural Attractions:** Integrates Islamic traditions into lifestyle and cultural offerings, including the Abdulrahman Fakieh Convention Centre, Sky Mussallah, an Islamic Museum, and Al-Khalil Boulevard, creating a holistic spiritual, residential, and cultural ecosystem.

Recent Developments

- In 2025, JODC launched the Address Walkway, offering direct access to the Grand Mosque in under five minutes to enhance the pilgrimage experience.
- In 2025, Saleh Habdan Alhabdan was appointed CEO, effective 4 May, as part of a leadership transformation.
- In 2024, JODC sold a 7,503 sqm plot in its flagship Makkah project to Durat Taibah Investment for USD 359 mn to repay loans and support ongoing developments near the Grand Mosque.

Recent and upcoming projects in Saudi Arabia

Year of completion	Project type	Project name	Description
2026	Hospitality	Jabal Omar: Phase 4	▪ 7 towers with central government services facility ▪ Covers 309,557 sqm across three bases
2025	Commercial	Four Point Commercial Center	▪ Mixed-use space with business, retail, and Four Points hotel ▪ Offers modern amenities near the Grand Mosque

Source: Company Website, CAPIQ, News Articles, Thomson Reuters

Current Price (US$)	3.9

Price as on January 09, 2026

Stock Details

Ticker	4250
52 weeks high/low	7.5/3.7
Market Cap (USD mn)	4,647.4
Enterprise Value (USD mn)	7,097.4
Shares Outstanding (mn)	1,180.0

Source: S&P Capital IQ

Share Price Chart

Source: S&P Capital IQ

Valuation Multiples

	2025	LTM
P/E (x)	N/A	86.7
P/B (x)	1.3	1.2
EV/Sales (x)	13.9	13.3
Dividend Yield (%)	N/A	N/A

Source: S&P Capital IQ

Financial Performance

USD million	FY 2023	FY 2024
Revenue	1,327	1,901
Operating Income	304	391
ROAE (%)	0.2	1.5
ROAA (%)	0.7	0.8

Source: S&P Capital IQ

Shareholding Structure

Jabal Omar Development Company Founders	8.3%
Others	91.7%
Total	**100.0%**

Source: S&P Capital IQ

Kooheji Development (Privately Owned) — Bahrain

Company Description

Established in 1973 and headquartered in Manama, Bahrain, Kooheji Development is a privately held real estate company under the family-owned Kooheji Group. The company has completed and manages over 50 projects, mainly in Bahrain, with selective developments across the GCC. Its portfolio spans high-rise residential towers, luxury villas, retail complexes, hospitality projects, and mixed-use developments, including notable projects such as Onyx Bahrain Bay, Seef Avenue, and SpringHill Residence.

Business Segments/Services Portfolio

- **Residential & Lifestyle Developments:** Kooheji Development specializes in high-end residential communities, offering luxury projects like ONYX Bahrain Bay, Fontana Infinity, Seef Avenue, and Onyx Water Garden, featuring resort-style living, premium amenities such as infinity pools and beach access, and tailored lifestyle experiences with private lounges and wellness facilities
- **Retail & Mixed-Use Development**: Delivers integrated developments combining residential, commercial, and retail spaces, exemplified by Onyx Skyview in Bahrain Bay, providing upscale mixed-use living, office spaces, and retail areas.
- **Construction & Project Management**: Utilizes expertise in design, engineering, and construction to deliver high-quality projects across residential, commercial, and industrial sectors, emphasizing timely delivery, budget adherence, and modern construction technologies for sustainable developments.
- **Completed & Off-Plan Projects Portfolio**: Maintains a robust portfolio including completed projects such as Fontana Towers, Fontana Gardens, Fontana Suites, and Seef Avenue, along with active off-plan developments like FLAMANT, BELGRAVIA, and Lavira, catering to diverse investor and resident needs.

Recent Developments

- In 2025, Kooheji Development launched Lavira Villas, its first luxury residential project in Saudi Arabia.
- In 2024, the company began construction of the Kooheji Medical Centre near Salmaniya Medical Complex in partnership with the Abdulrahim Al Kooheji Charity Foundation and the Ministry of Health, marking its expansion into medical infrastructure.
- In 2024, Kooheji Contractors was appointed by Eagle Hills Diyar to build Palace Residences Marassi Al Bahrain and Marassi Views, with a combined value of USD 147 mn.
- In 2024, Kooheji launched a luxury residential tower on Reef Island, part of its “Onyx” series, offering panoramic Arabian Gulf views and private beach access, to be showcased at Cityscape Bahrain 2024.

Recent and upcoming projects

Year of completion	Project Type	Project Name	Project Description
2025	Residential	NHC - Lavira Villas in Al Khobar	▪ 50+ modern 4–6BR villas on 50,000+ sqm ▪ Features private gardens, pools, gyms, and 24/7 security ▪ Developed by Kooheji Contractors & NHC in Al Khobar (**Saudi Arabia**)
		Seef Avenue 2	▪ 29-storey luxury tower in Seef District, Manama ▪ 176 fully furnished 1–3BR apartments ▪ Features rooftop pool, wellness center, and coworking spaces (**Bahrain**)
		Rewan Al Ruba	▪ NHC partnership covering 798,000 sqm ▪ Five housing models ranging 250–476 sqm ▪ Includes recreational zones, schools, mosques, health centers, and green spaces (**Saudi Arabia**)

Source: Company Website, MEED projects, News Articles

MAF (Majid Al Futtaim) (Privately Owned) — UAE

Company Description

Founded in 1992 and headquartered in Dubai, Majid Al Futtaim is a privately owned Emirati lifestyle conglomerate operating across the Middle East, Africa, and Asia, including Saudi Arabia. As of 2024, it employs over 43,000 people and serves around 600 mn customers. The Group operates in retail, real estate, leisure, and shopping malls, managing 29 malls, 7 hotels, and 4 mixed-use communities, and owns brands such as Carrefour, VOX Cinemas, Magic Planet, and Ski Dubai. It is also involved in lifestyle, energy, and project management sectors, with a sustainability focus including green building practices and a goal to achieve net-positive carbon emissions by 2040.

Business Segments/Services Portfolio

- **Retail Development:** Majid Al Futtaim operates malls across the UAE and other markets, including Mall of the Emirates, City Centre Deira, and City Centre Mirdif, offering retail, dining, entertainment, and family-oriented experiences.
- **Hospitality & Leisure Development:** Owns and manages hotels with international partners like Kempinski and Sheraton, and operates leisure attractions such as Ski Dubai, Magic Planet, iFly Dubai, and VOX Cinemas.
- **Mixed-Use Communities & Lifestyle Development:** Integrated communities like Tilal Al Ghaf and Ghaf Woods combine residential, retail, hospitality, and leisure facilities with parks, lagoons, cycling tracks, and wellness infrastructure, emphasizing sustainability and walkability.

Recent Developments

- In 2025, Majid Al Futtaim appointed Dutco Construction for the USD 427 mn Serenity Mansions project at Tilal Al Ghaf, Dubai, marking the start of an ultra-luxury neighborhood.
- In 2024, the Group opened its first Supeco store in Fayoum, Egypt, expanding its presence in Upper Egypt, and expanded its partnership with Checkout.com to enhance digital payments and e-commerce capabilities

Recent and upcoming projects

Year of completion	Project Type	Project Location	Project Description
2028	Mixed-Use	MAF - Dubailand: Tilal Al Ghaf	▪ Mixed-use development spanning 24 million sq ft ▪ Features over 13,000 homes (**UAE**)
		MAF - Riyadh North Development	▪ Project covering 850,000 sq m (**Saudi Arabia**)
2025	Infrastructure	Majid Al Futtaim Properties - Pedestrian Bridge at Hessa Entrance	▪ A 1,000-meter-long bridge connecting Hessa Street to Al Khail Road, designed to accommodate ▪ Accommodates 16,000 vehicles per hour and featuring ▪ Features a 13.5 km cycling track (**UAE**)

Source: Company Website, MEED projects, News Articles

ALPEN CAPITAL

Makkah Construction & Development Co. (Publicly Listed) — Saudi Arabia

Company Description

Makkah Construction and Development Company (MCDC) is a Saudi joint-stock company headquartered in Mecca, specializing in the acquisition, development, ownership, leasing, and management of real estate near the Grand Mosque, as well as construction, demolition, maintenance, and engineering services. Its first project was a commercial-residential complex adjacent to the Holy Mosque, covering 13,869 sqm of land with a built-up area of 228,000 sqm. The company has a paid-in capital of USD 440 mn and holds a significant stake in Jabal Omar Development Company.

Business Segments/Services portfolio

- **Hospitality Development**: MCDC owns and operates hotel towers for Umrah pilgrims, visitors to the Prophet's Mosque, and domestic pilgrims through Hotel Towers Company Makkah, offering accommodation, dining, and guest services near Al Masjid Al Haram.
- **Retail & Commercial Development**: Manages and leases a major commercial center and other properties, providing retail, dining, and rental spaces for residents and visitors, generating steady rental income and serving as a lifestyle destination.
- **Hajj & Umrah Sector**: Provides specialized services and accommodations for Hajj and Umrah pilgrims, including group arrangements, logistics, and hospitality support, leveraging Makkah's role as a religious hub.

Recent Developments

- In May 2025, Managing Director Hamza Serafi resigned, signaling a potential leadership transition aligned with MCDC's evolving growth strategy under Saudi Vision 2030.
- In January 2025, MCDC increased its capital to USD 533 mn and approved bonus shares, followed by a dividend payout of SAR 1.50/share in June 2025, reinforcing shareholder value and financial resilience.
- In 2024, MCDC acquired a 27.72% stake in Al-Jada AlOula and expanded its partnership with Jurhom, securing long-term roles in large-scale mixed-use and urban development projects in Makkah.

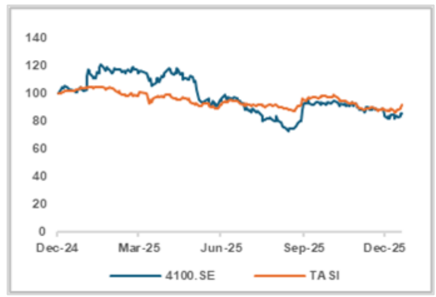
Current Price (USD)	21.2

Price as on January 09, 2026

Stock Details	
Thomson Reuters Ticker	4100
52 weeks high/low	30.5/18.1
Market Cap (USD mn)	4,250.4
Enterprise Value (USD mn)	3,983.2
Shares Outstanding (mn)	200.0

Source: S&P Capital IQ

Share Price Chart



Source: S&P Capital IQ

Valuation Multiples	2025	LTM
P/E (x)	60.9	55.8
P/B (x)	3.9	3.8
EV/Sales (x)	17.8	14.0
Dividend Yield (%)	1.8	1.9

Source: S&P Capital IQ

Financial Performance

USD million	FY 2023	FY 2024
Revenue	731	836
Operating Income	346	398
ROAE (%)	8.9	10.0
ROAA (%)	5.0	5.4

Source: S&P Capital IQ

Shareholding Structure	
Saudi Binladin Group	12.5%
AlSalehat Investment Company	5.2%
Others	82.3%
Total	**100.0%**

Source: S&P Capital IQ

Source: Company Website, CAPIQ, News Articles, Thomson Reuters

Al Akaria (Saudi Real Estate Co.) (Public) — Saudi Arabia

Company Description

Established in 1976 and headquartered in Riyadh, Saudi Real Estate Company (Al Akaria) is a joint-stock company with the Public Investment Fund (PIF) holding approximately 64.6% of shares. The company engages in land acquisition, residential, commercial, and mixed-use property development, leasing, property and facilities management, and infrastructure works. Operating through subsidiaries including Mumtalakat, Binyah, and Tamear, its portfolio includes projects such as Sidrat AlUla, Fia Sedra, Porta Jeddah, and Olaya Oasis.

Business Segments/Services portfolio

- **Residential Development:** Al Akaria has developed residential communities and housing projects in Riyadh, including Al Dhahia, Masaken, La Casa, and Reef.
- **Commercial Development:** It manages office and retail assets such as Al Akaria Plaza, Al Akaria 2, Al Akaria 3, and Al Akaria Sitteen in Riyadh.
- **Mixed-Use Developments:** Projects such as Porta Jeddah combine commercial, hospitality, office, and entertainment spaces within single developments.
- **Hospitality & Lifestyle Development:** Al Akaria has projects like Olaya Oasis and Al Akaria Park that integrate residential, leisure, and service elements.

Recent Developments

- In 2025, Al Akaria completed two educational complexes in Riyadh's Al Malqa district, its subsidiary Tamear secured a SAR 159.63 mn (USD 42.56 mn) contract for civil, structural, architectural, electromechanical, and external works at the Tilal Al Riyadh mixed-use project, and the company reported a 38% year-on-year revenue increase in H1 2025 from projects including Fai Sedra-1 and Al Akaria Park.
- In 2024, subsidiary Binyah was awarded a SAR 660.36 mn (USD 176 mn) contract for the Treated Sewage Effluent network under the Green Riyadh Program, Al Akaria arranged USD 186.5 mn in funding for Porta Jeddah and Al-Narjis Office, signed a 25-year hotel management agreement with Marriott International in Al-Aqeeq, Riyadh, and acquired land for Sidrat AlUla, planning 810 residential units (570 apartments and 240 other units) on ~260,233 sqm.

Recent and upcoming projects in Saudi Arabia

Year of completion	Project type	Project Location	Description
2028	Residential	RCU - Al Ula Tourism Development: Phase 1: Sidrat Al-Ula	▪ 1.3 million sqm residential project ▪ Features 120+ villas, boutique hotels, and cultural venues
2027	Hospitality	Porta Jeddah on King Abdulaziz Road	▪ 50,000+ sqm luxury tower ▪ Includes 200+ residential units, retail, and office space

Source: Company Website, CAPIQ, News Articles, Thomson Reuters

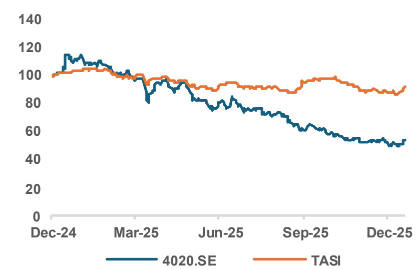
Current Price (US$)	3.4

Price as on January 09, 2026

Stock Details	
Thomson Reuters Ticker	4020
52 weeks high/low	7.9/3.2
Market Cap (USD mn)	1,303.9
Enterprise Value (USD mn)	1,821.8
Shares Outstanding (mn)	375

Source: S&P Capital IQ

Share Price Chart



Source: S&P Capital IQ

Valuation Multiples	2025	LTM
P/E (x)	44.0	18.9
P/B (x)	0.9	0.9
EV/Sales (x)	3.3	2.9
Dividend Yield (%)	N/A	N/A

Source: S&P Capital IQ

Financial Performance

USD million	FY 2023	FY 2024
Revenue	1,834	2,043
Operating Income	357	537
ROAE (%)	2.6	6.0
ROAA (%)	2.5	3.6

Source: S&P Capital IQ

Shareholding Structure	
Public Investment Fund	64.6%
Others	35.4%
Total	**100.0%**

Source: S&P Capital IQ

Seef Properties B.S.C. (Publicly Listed) — Bahrain

Company Description

Seef Properties B.S.C, established in 1999 and headquartered in Manama, Bahrain, is a publicly listed real estate developer specializing in mixed-use developments across residential, retail, hospitality, and entertainment sectors. Operating throughout Bahrain, the company focuses on high-quality projects that provide integrated spaces for living, leisure, and business, catering to both local and regional markets.

Business Segments/Services portfolio

- **Retail Development:** Seef Properties operates Bahrain's leading malls, including Seef Mall in Seef District, Muharraq, and Isa Town, offering shopping, dining, and entertainment, and serving as lifestyle hubs for families.
- **Hospitality Development:** Offers upscale serviced residences through Fraser Suites Seef, catering to corporate and leisure travelers with premium accommodations and modern amenities.
- **Entertainment:** Through Seef Entertainment, provides family attractions such as Magic Island, Yabeela, Jumpoline, and Hawa, establishing a leadership position in Bahrain's indoor entertainment sector

Recent Developments

- As of 2025, Fraser Suites Seef is undergoing major renovations, with 44% of the first phase complete and full completion targeted for Q4 2025.
- In 2024, Seef Properties entered the Saudi market via a USD 132.5 mn partnership with Majd Investment Company to co-develop a 78,000 sqm mixed-use project in Dammam.
- In 2024, the company launched Fraser Suites Al Liwan, expanding its hospitality presence within the Al Liwan mixed-use development.
- In 2023–2024, Seef Properties shifted from a traditional retail focus to a diversified, mixed-income model aligned with Bahrain's Vision 2030 to drive recurring income and cross-border growth.

Recent and upcoming projects in Saudi Arabia

Year of completion	Project type	Project name	Description
2027	Mixed-Use	Awj Group/Seef Properties	▪ Awj Group and Seef Properties planning mixed-use integrated urban destination ▪ Covers 160,000 sqm in Al Rabwa, Riyadh

Source: Company Website, CAPIQ, News Articles, Thomson Reuters

Current Price (US$)	0.3

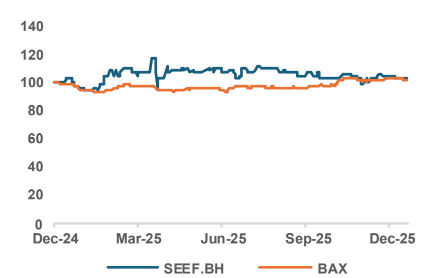
Price as on January 09, 2026

Stock Details

Ticker	SEEF
52 weeks high/low	0.3/0.2
Market Cap (US$ mn)	137.9
Enterprise Value (US$ mn)	157.9
Shares Outstanding (mn)	452

Source: S&P Capital IQ

Share Price Chart



Source: S&P Capital IQ

Valuation Multiples

	2025	LTM
P/E (x)	13.2	13.8
P/B (x)	0.3	0.3
EV/Sales (x)	4.0	4.1
Dividend Yield (%)	7.8	N/A

Source: S&P Capital IQ

Financial Performance

USD Million	FY 2023	FY 2024
Revenue	16	15
Operating Income	7	6
ROAE (%)	3.8	3.3
ROAA (%)	2.3	2.0

Source: S&P Capital IQ

Shareholding Structure

Government of Bahrain	26.7%
Al Salam Bank BSC	15.6%
GFH Financial Group BSC	12.4%
Others	45.3%
Total	**100.0%**

Source: S&P Capital IQ

Sobha (Privately Owned) UAE

Company Description

Sobha Group LLC, founded in 1976 by P.N.C. Menon as an interior decoration firm in Oman, has evolved into a leading real estate developer based in Dubai, UAE. Operating under Sobha Realty, with Sobha Limited publicly listed in India, the Group has a presence across the UAE, Oman, Bahrain, Brunei, and India. Known for its backward integration model, Sobha manages every stage of the real estate value chain from design to construction, focusing on residential, commercial, and mixed-use developments, and has delivered thousands of units to date.

Business Segments/Services Portfolio

- **Residential Development:** Sobha offers luxury apartments, villas, penthouses, and villaments across developments like Sobha Hartland, Siniya Island, Sobha Reserve, Sobha Solis, and Downtown UAQ, focusing on quality design and efficient space for end-users and investors.
- **Hospitality & Leisure Development:** The Group is expanding into luxury hospitality with planned investments in upscale hotels in Dubai, India, Europe, and the U.S.
- **Mixed-Use Communities & Lifestyle Development:** Sobha's developments integrate leisure, recreation, and community facilities, creating self-contained residential hubs.

Recent Developments

- In 2025, Sobha Realty is expected to enter the U.S. market with its first residential project in Dallas, Texas. The company is also evaluating opportunities in new geographies such as Australia, reflecting its broader international expansion strategy. These initiatives indicate Sobha Realty's intent to establish a global presence in the luxury real estate segment.
- In 2024, the company reported record sales of USD 6 bn, reflecting a 50% year-on-year growth. Building on this strong performance, it is targeting USD 8 bn in sales for 2025, with USD 5 bn expected from Dubai developments and USD 3 bn from the Sobha Siniya Island project.

Recent and upcoming projects in UAE

Year of completion	Project Type	Project Name	Project Description
2029	Residential	Sobha - MBR City: Sobha Hartland	▪ Sobha Hartland is an 8 million sqm waterfront community in MBR City, Dubai ▪ Features villas, townhouses, and apartments ▪ Includes two international schools, 2.4 million sq ft of green spaces, and various amenities
2026		Sobha - Motor City: Sobha Solis	▪ Sobha Solis in Dubai Motor City ▪ 4 towers with 2,316 furnished apartments ▪ Spread across 11.75 acres of luxury living

Source: Company Website, MEED projects, News Articles

Taiba Investments (Publicly Listed) — Saudi Arabia

Company Description

Taiba Investments, founded in 1988, is a leading Saudi hospitality and real estate company specializing in hotel operations, property management, real estate development, and asset management. In 2024, it expanded its presence by acquiring Dur Hospitality, growing its portfolio in the Holy Cities. The company operates local brands including Aqeeq Hotels, Makarem Hotels, and Dur Communities, and partners with global chains such as IHG, Marriott, and Accor, with over 20 projects under development supporting long-term growth and Vision 2030 goals.

Business Segments/Services portfolio

- **Hospitality and Leisure:** Taiba operates 39+ properties with over 7,700 keys, including international brands and its own Makarem and Nur by Makarem brands, serving both luxury and pilgrimage-focused segments.
- **Residential Communities:** The company manages high-end residential compounds in Riyadh, including Dur DQ Villas, Tuwaiq Residential Compound, and Al Murabba, catering to professionals, expatriates, and long-term residents.
- **Retail and Commercial Centers:** Taiba operates shopping centers like Taiba Front, Alaqeeq, and Awal Plaza Madina and Riyadh, often integrated with its hotels to provide dining, retail, and essential services.
- **Development Projects (Pipeline):** With nine projects under development through 2028, Taiba is expanding across key cities with upcoming hotels including Rixos Obhur, Crowne Plaza Al Takhassousi, and Waldorf Astoria Al Madina.

Recent Developments

- In July 2025, Taiba partnered with Horizontal Digital to implement Salesforce Customer 360, enhancing guest experiences across its real estate and hospitality platforms.
- In March 2025, the company appointed Jummar as its communications partner to support brand positioning after its 2024 portfolio expansion.
- In October 2024, Taiba signed an agreement with Hilton to launch Madina's first Waldorf Astoria hotel at the Taiba Front project, scheduled to open in 2028.

Source: Company Website, CAPIQ, News Articles, Thomson Reuters

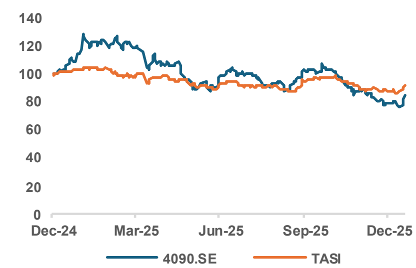
Current Price (US$)	8.7

Price as on January 09, 2026

Stock Details	
Ticker	4090
52 weeks high/low	14.3/8.1
Market Cap (US$ mn)	2,273.8
Enterprise Value (US$ mn)	2,869.6
Shares Outstanding (mn)	260.5

Source: S&P Capital IQ

Share Price Chart



Source: S&P Capital IQ

Valuation Multiples	2025	LTM
P/E (x)	41.2	35.3
P/B (x)	1.2	1.2
EV/Sales (x)	8.2	8.0
Dividend Yield (%)	N/A	N/A

Source: S&P Capital IQ

Financial Performance USD Million	FY 2023	FY 2024
Revenue	535	1,305
Operating Income	279	396
ROAE (%)	2.1	4.8
ROAA (%)	2.5	2.5

Source: S&P Capital IQ

Shareholding Structure	
Assila Investments	22.2%
Public Investment Fund	8.5%
Al Issa (Mohammad Ibrahim Mohammad)	7.7%
Others	61.6%
Total	**100.0%**

Source: S&P Capital IQ

Tamdeen Real Estate Company KPSC (Publicly Listed) — Kuwait

Company Description

Tamdeen Real Estate Company KPSC, established in December 1982 and headquartered in South Surra, Kuwait, is a publicly listed firm under the Tamdeen Group. It specializes in real estate acquisition, development, leasing, and property management, with landmark projects including 360 Mall, Al Kout, and Tamdeen Square, covering residential, commercial, and mixed-use developments in Kuwait.

Business Segments/Services portfolio

- **Mixed-Use Development:** Tamdeen Group delivers transformative destinations combining retail, leisure, and lifestyle. Key projects include 360 Kuwait, Al Kout, Al Khiran, The Warehouse, Tamdeen Square, and Sama Centers.
- **Hospitality Development:** In partnership with Hyatt, the Group developed Hyatt Regency Al Kout Mall (200 rooms), Grand Hyatt Kuwait (302 rooms), and Grand Hyatt Kuwait Residences (82 luxury serviced apartments), expanding into high-end hospitality and residential living.
- **Entertainment & Leisure Development:** Through its entertainment arm, Tamdeen operates Cinescape, 1954 Film House, Q8 Karting, Sky Zone, Fun Tiki, The Bowl Room, and Wonder Zone, enhancing family-oriented experiences across its developments.
- **Sports & Cultural Investments:** Via Tamdeen Sports Co., the Group runs Rafa Nadal Academy Kuwait and is developing the Sheikh Jaber Al Abdullah Al Sabah International Tennis Complex, an 18-court facility with a 5,000-seat arena connected to 360 Mall, positioning Kuwait as a regional hub for sports and cultural experiences.

Recent Developments

- In February 2023, Tamdeen Investment Company increased its stake in Tamdeen Real Estate to 99.99% for KWD 7.8 mn (USD 155 mn), strengthening its focus on real estate, hospitality, entertainment, media, and sports in Kuwait.
- In 2023, Tamdeen launched Grand Hyatt Kuwait Residences, the country's first luxury-serviced residential development.
- Tamdeen is the appointed developer of the proposed Burj Mubarak Al Kabir, a 1,001-meter tower and flagship project under Kuwait Vision 2035.

Recent and upcoming projects in UAE

Year of completion	Project type	Project name	Description
2028	Mixed-Use	TECOM - Dubai Science Park (Dubiotech)	▪ Dubai Science Park spans 300 hectares with labs, offices, and warehouses ▪ 2024 expansion adds 200,000 sq ft for R&D growth
2027	Mixed-Use	Dubai Holding - Al Jadaf Area Redevelopment: Culture Village (Arabian Bays)	▪ Mixed-use development in Al Jaddaf, Dubai ▪ Spans 40 million sq ft along Dubai Creek shoreline

Source: Company Website, CAPIQ, News Articles, Thomson

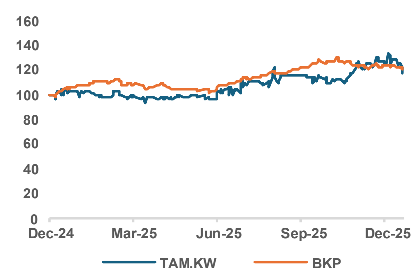
Current Price (US$)	1.3

Price as on January 09, 2026

Stock Details	
Thomson Reuters Ticker	TAM
52 weeks high/low	1.5/1.0
Market Cap (US$ mn)	561.3
Enterprise Value (US$ mn)	1,620.2
Shares Outstanding (mn)	401.5

Source: S&P Capital IQ

Share Price Chart



Source: S&P Capital IQ

Valuation Multiples	2025	LTM
P/E (x)	25.9	20.3
P/B (x)	0.6	0.6
EV/Sales (x)	10.7	9.7
Dividend Yield (%)	3.9	4.0

Source: S&P Capital IQ

Financial Performance

USD Million	FY 2023	FY 2024
Revenue	46	46
Operating Income	30	29
ROAE (%)	5.5	3.2
ROAA (%)	3.2	3.1

Source: S&P Capital IQ

Shareholding Structure	
Tamdeen Holding Group Co.	63.5%
Kuwait National Cinema Company KPSC	11.5%
Others	25.0%
Total	**100.0%**

Source: S&P Capital IQ

United Development Company QPSC (Publicly Listed) — Qatar

Company Description

United Development Company (UDC), founded in 1999 and headquartered in Doha, is a publicly listed Qatari firm specializing in real estate development, property management, hospitality, maritime, infrastructure, and utilities. As the master developer of The Pearl-Qatar and Gewan Island, UDC has delivered multiple large-scale mixed-use projects across residential, commercial, hospitality, and retail sectors, playing a key role in Qatar's urban development.

Business Segments/Services portfolio

- **Residential & Mixed-Use Developments:** UDC is the master developer of The Pearl-Qatar, a man-made island with luxury apartments, villas, penthouses, and townhouses for 50,000 residents, integrating beaches, entertainment, retail, and the Porto Arabia Marina.
- **Commercial, Retail & Leisure Hubs:** The Pearl-Qatar provides over 115,000 sqm of retail space with 350+ upscale brands, cafés, and restaurants, complemented by marinas, parks, and beachfront promenades.
- **Gewan Island Development:** Adjacent to The Pearl-Qatar, Gewan Island spans 400,000 sqm, housing 3,500 residents and visitors daily with 657 luxury units, a 5-star Corinthia hotel, golf course, beach club, and the Crystal Walkway lifestyle destination.

Recent Developments

- In 2024, UDC and Ruzgar Healthcare Group opened The Pearl International Hospital, an 11,000 sqm facility on The Pearl Island, expanding luxury and diversified offerings.
- The same year, UDC completed the Crystal Residence mixed-use buildings on Gewan Island, with handovers starting in Q4; Gewan Island, an USD 823 mn, 400,000 sqm luxury development, officially opened to the public.
- As part of its five-year strategic plan, UDC continues to focus on core real estate while investing in high-potential assets, promoting The Pearl and Gewan Islands internationally to attract foreign capital under Qatar's residency-linked investment strategy.

Recent and upcoming projects in Qatar

Year of completion	Project type	Project name	Description
2025	Hospitality	Pearl Qatar: Gewan Island: Corinthia Hotel	▪ 110-room Corinthia Gewan Island Hotel in Qatar ▪ Features a beach club and spa ▪ Set to open in 2025
	Mixed-Use	Pearl Qatar: Giardino Village	▪ Giardino Village in The Pearl-Qatar ▪ Includes 80 villas and a residential building ▪ Features landscaped infrastructure
		Gewan Island: Mixed Use Development	▪ Gewan Island by UDC spans 400,000 sqm ▪ Includes 657 residences, retail, villas, and amenities ▪ Designed for 3,500 residents

Source: Company Website, CAPIQ, News Articles, Thomson Reuters

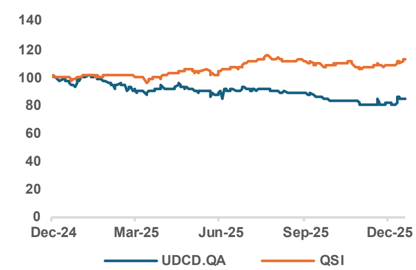
Current Price (US$)	0.2

Price as on January 09, 2026

Stock Details	
Thomson Reuters Ticker	UDCD
52 weeks high/low	0.3/0.2
Market Cap (US$ mn)	926.9
Enterprise Value (US$ mn)	1,927.0
Shares Outstanding (mn)	3,540.9

Source: S&P Capital IQ

Share Price Chart



Source: S&P Capital IQ

Valuation Multiples	2025	LTM
P/E (x)	N/A	N/A
P/B (x)	0.4	0.3
EV/Sales (x)	6.7	5.7
Dividend Yield (%)	6.0	5.7

Source: S&P Capital IQ

Financial Performance USD Million	FY 2023	FY 2024
Revenue	1,572	1,032
Operating Income	574	75
ROAE (%)	2.3	2.2
ROAA (%)	1.7	0.2

Source: S&P Capital IQ

Shareholding Structure	
Government of Qatar	34.2%
Al Asmakh (Ibrahim Hasan Ibrahim)	9.3%
Others	56.5%
Total	**100.0%**

Source: S&P Capital IQ

ALPEN CAPITAL

United Real Estate Company — Kuwait

Company Description

Founded in 1973 and listed on the Kuwait Stock Exchange in 1984, URC is the real estate arm of KIPCO Group with a strong MENA presence. Its core operations include real estate development, asset management, and facilities management through subsidiaries like United Facilities Management and Jiwar International. URC also owns landmark assets in Egypt, Lebanon, and Oman.

Business Segments/Services portfolio

- **Residential Development:** URC develops signature residential, commercial, and hospitality projects across MENA, including Raouche View at 1090 (Lebanon) and Marina World (Kuwait).
- **Retail Development:** The company operates lifestyle retail destinations such as Salalah Gardens Mall (Oman), offering shopping, dining, and entertainment experiences.
- **Hospitality Development:** URC owns and manages luxury hotels like Hilton Cairo Heliopolis (Egypt) and Marina Hotel Kuwait, alongside residential developments such as Byout Hessah (Kuwait) and Assoufid Resort Residences (Morocco).
- **Mixed-Use Developments:** Its integrated urban projects, including Hessah AlMubarak District (Kuwait) and Abdali Mall (Jordan), blend residential, leisure, commercial, and hospitality components into cohesive lifestyle hubs.

Recent Developments

- In 2025, URC's subsidiary Jiwar International secured a 20 year public private partnership contract for the development of Sabah Al Ahmad Residential City; as of June 2025, the company's active development portfolio includes four major projects: Hessah District, Hessah Towers, Byout Hessah, and Assoufid Phase II, strategically distributed across the MENA region and managed through its subsidiaries and investment arms.
- In 2024, Gulf Egypt for Hotels and Tourism, a URC subsidiary, opened the Waldorf Astoria Cairo Heliopolis, a luxury property under the Hilton brand.

Recent and upcoming projects in Kuwait

Year of completion	Project type	Project Location	Description
2027	Production	PAHW - Al-Istiqlal City: Industrial and Storage Development (S2)	▪ 1.2 million sqm industrial hub in Kuwait ▪ Contains over 200 warehouses
2026	Mixed-Use	PAHW - Jaber Al Ahmed Township: Aventura Residences & Mall (J3)	▪ Aventura Residences & Mall in Jaber Al-Ahmad City ▪ Features 276 homes and a mall ▪ Provides parking for 2,378 cars
2025	Mixed-Use	United Real Estate - Hessah Al Mubarak Project	▪ Hessah Al Mubarak spans 22.7 hectares ▪ Features twin 40-storey towers with 212 apartments ▪ Includes a 145,250 sqm commercial zone

Source: Company Website, CAPIQ, News Articles, Thomson Reuters

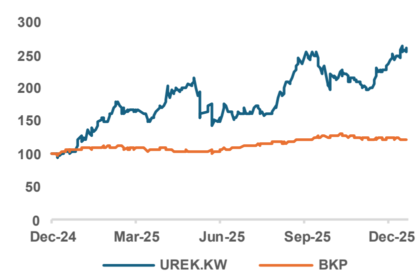
Current Price (US$)	0.8

Price as on January 09, 2026

Stock Details	
Thomson Reuters Ticker	URC
52 weeks high/low	0.9/0.3
Market Cap (US$ mn)	1,260.3
Enterprise Value (US$ mn)	2,436.4
Shares Outstanding (mn)	1,435.5

Source: S&P Capital IQ

Share Price Chart



Source: S&P Capital IQ

Valuation Multiples	2025	LTM
P/E (x)	57.7	56.7
P/B (x)	1.8	1.9
EV/Sales (x)	8.4	7.3
Dividend Yield (%)	N/A	N/A

Source: S&P Capital IQ

Financial Performance

USD Million	FY 2023	FY 2024
Revenue	87	89
Operating Income	25	25
ROAE (%)	2.3	2.6
ROAA (%)	2.2	2.3

Source: S&P Capital IQ

Shareholding Structure	
Kuwait Projects Company Holding KSCP	63.1%
Others	36.9%
Total	**100.0%**

Source: S&P Capital IQ

Alpen Capital

Alpen Capital is an investment banking advisory firm which offers solutions in the areas of Debt, M&A and Equity to institutional and corporate clients across the GCC, South Asia, Levant and Africa.

Alpen Capital's industry research complements its investment advisory services by providing in-depth analysis of high-impact sectors across the GCC, including retail, food, education, healthcare, insurance, and hospitality. Each report offers a comprehensive overview of a specific sector, highlighting its outlook, key trends, growth drivers, and challenges. The reports also feature profiles of leading companies operating in the region.

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- Structured Financing, Sale & Leaseback and Securitisations
- Off-Balance Sheet Financing
- Mezzanine Debt

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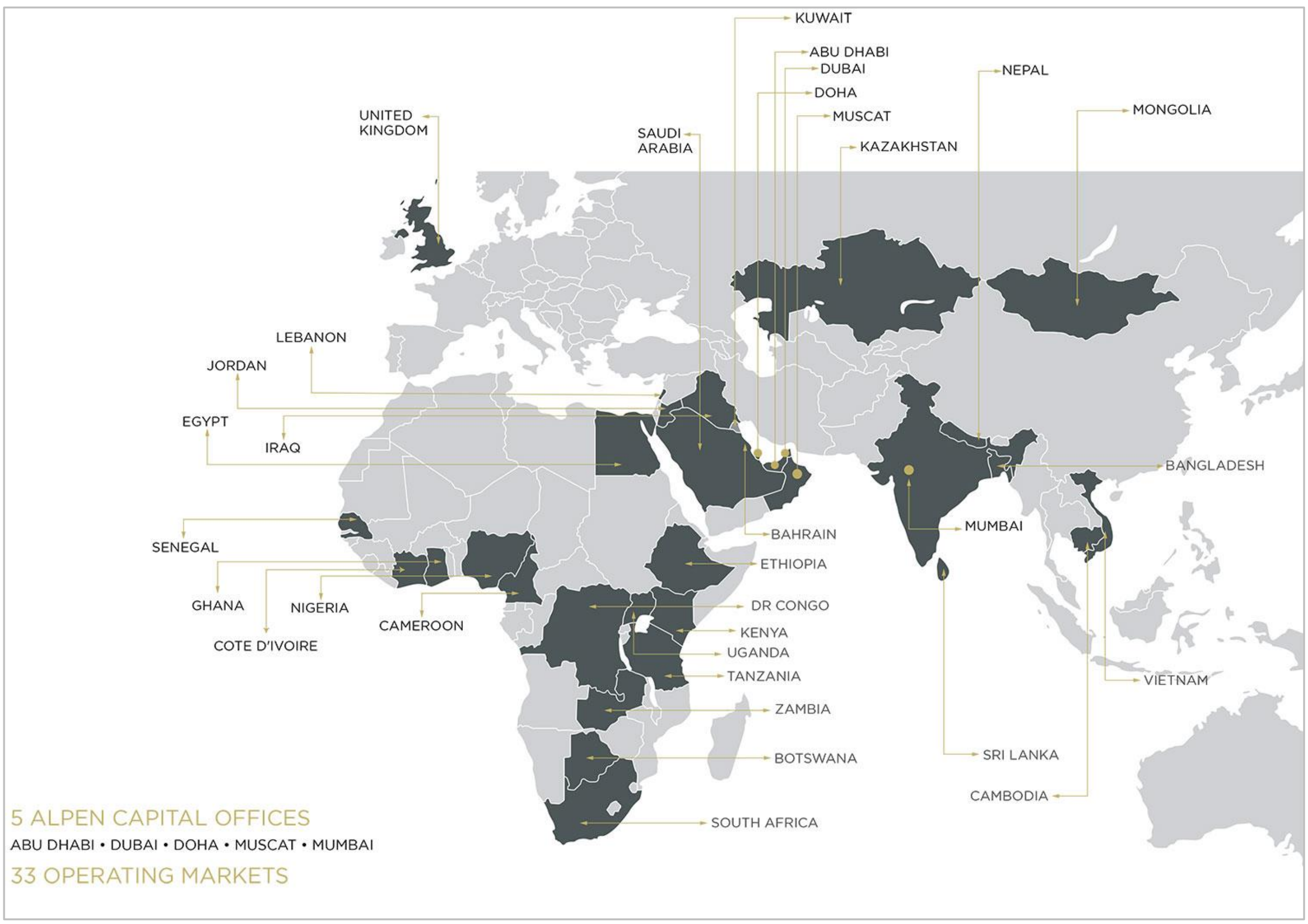
- Domestic and Cross-border Mergers
- Acquisitions
- Divestitures
- Strategic Partnerships and Joint Ventures
- Public Equity Markets
- Private Equity Markets



INDUSTRY RESEARCH

GCC Healthcare Industry
2009, 2011, 2014, 2016,
2018, 2020 & 2023

GCC Retail Industry
2009, 2010, 2011,
2012, 2015, 2017, 2019 & 2022

GCC Hospitality Industry
2011, 2012, 2014,
2016, 2018 & 2022

GCC Insurance Industry
2009, 2011, 2013,
2015, 2017, 2019 & 2022

GCC Education Industry
2010, 2012, 2014,
2016, 2018 & 2021

GCC Food Industry
2011, 2013, 2015,
2017, 2019 & 2021

Islamic Finance
and Wealth Management
2021

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