الهيئة الملكية لمدينة الرياض
ROYAL COMMISSION FOR RIYADH CITY

A Study to Support Stimulating Projects for the Private Sector in Riyadh City

RCRC Internal Stakeholders Meetings' Findings Report

—

2nd November 2023

Glossary of Terms & Abbreviations

BoD	Board of Directors
CEO	Chief Executive Officer
Core Real Estate Sectors	Residential, Retail, Hospitality, Office, Leisure and Entertainment
DMO	Delivery Management Office
HBU	Highest and Best Use
Journey	Real Estate Development Journey
KPIs	Key Performance Indicators
RCRC	Royal Commission of Riyadh City
RE	Real Estate
RE&C	Real Estate and Construction
SDO	Strategy Development Office
SLA	Service Level Agreement
SOPs	Standard Operating Procedures

Contents

01

Introduction

Addressing the key challenges related to real estate development through the project's core objectives would lead to incentivizing the private sector's participation in real estate projects in Riyadh City

01

Providing incentives to attract local and international private sector quality developers and investors

02

Streamlining the development journey and enhancing the private sectors' experience throughout the journey

03

Improving governance with clear roles and responsibilities across the development journey

04

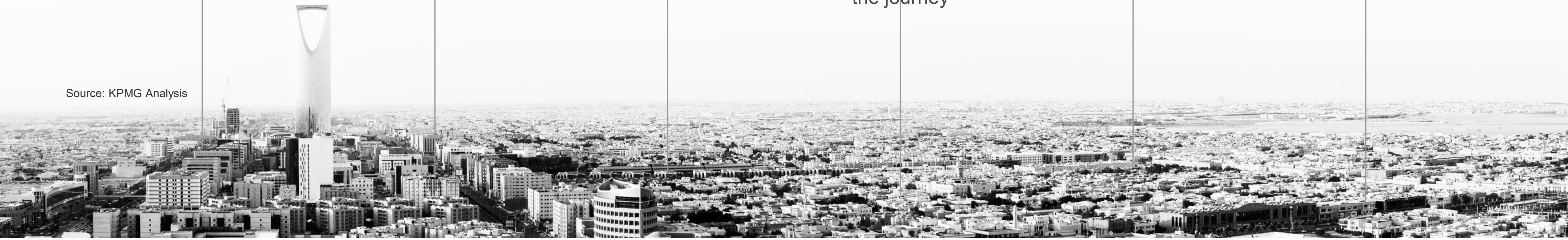
Streamlining the development journey and enhancing the private sectors' experience throughout the journey

05

Finding new attractive real estate investment opportunities in Riyadh City

06

Creating a digital platform and communications strategy to ensure transparency and access to relevant information



Source: KPMG Analysis

The project's scope is composed of 3 phases. The project aims to enhance the private sector's participation across the real estate development journey

Current State Assessment
8 Months

1. **Strategy:** Analyze strategy documents of Riyadh City and the RE& C sector to identify the core focus areas and align with RCRC objectives.
2. **Ongoing Projects:** Define the framework and shortlist 100 projects to identify any potential development and investment challenges.
3. **Stalled / Delayed Projects:** Define the selection criteria and prioritize the top 50 to identify the key reasons for failure, including obstacles in the development journey, or investment related challenges .
4. **New Real Estate Opportunities**: Conduct a market assessment across the core real estate sectors in Riyadh city and assess the market overview, trends, demand drivers, demand and supply analysis, and identify the potential investment opportunities in each sector.
5. **Real Estate Development Journey:** Review the journey and identify the involved key stakeholders. Conduct primary and secondary research to understand the steps required to meet the requirements.
6. **Benchmarking:** Develop parameters to define a long-list of city benchmarks and develop additional criteria for shortlisting the long list of benchmarks with weights and a scoring mechanism. Select the top 5 cities to develop case studies on, and conduct field visits to the top 2 cities.
7. **Stakeholder Meetings:** Identify the list of internal stakeholders in RCRC and external stakeholders – relevant to the real estate development journey and conduct meetings with them to understand their roles, key challenges, and aspirations to ease the journey. Also, conduct workshops with players related to the real estate development journey to understand and analyze their perspectives on the challenges of the journey, brainstorm potential solutions, and provide recommendations.
8. **Digital Platform:** Identify and define high-level business requirements and objectives of the new digital platform and recommend a new system's architecture.
9. **Media and Communication:** Identify the communications plan and strategy related to private sector engagement, its scope, and limitations.

Design
5 Months

1. **Strategy:** Ensure all deliverables and key findings are aligned with Riyadh City strategy and RE&C strategy, including any updates from the SDO.
2. Develop an incentive/enabler eligibility matrix for support packages for **ongoing and future projects.**
3. **Stalled / Delayed Projects:** Design a turnaround plan for each of the 50 projects and develop KPIs that assess the turnaround process.
4. **New Real Estate Opportunities:** conduct up to 5 HBU studies including site assessment, site-specific real estate market attractiveness, development options, and financial analysis to identify the option with the highest return. Define the optimal mix of asset classes for the new identified projects and prepare up to 5 investment packs for potential investors.
5. **Real Estate Development journey:** Based on the challenges identified in phase 1 and international best practice from the benchmarking stream, recommend improvements and design the ecosystem for improving the journey.
5. **Stakeholder Meetings:** Meet with internal and external stakeholders to ensure alignment with the proposed improvements to the real estate development journey and alignment on the proposed model.
6. **Digital Platform:** Develop a new online platform. Conduct stakeholder training on the investment application portal.
7. **Media and Communication:** Consolidate and translate the communication strategy into a briefing document which can be used internally and with agencies to ensure alignment across public relations, creative media and social media.

Implementation
11 Months

1. **Ongoing Projects:** Develop reports to monitor performance, track the identified KPIs and monitor and reassess incentivized projects.
2. **Stalled / Delayed Projects:** Support in the implementation of the 50 turnaround plans of the selected projects and develop reports to monitor performance of the selected projects including tracking of the identified KPIs.
3. **New Real Estate Opportunities:** Conduct up to 5 market sounding for the new proposed projects and detail the process of submitting applications for the new investment opportunities.
4. **Real Estate Development journey:** Develop and roll out a real estate development journey handbook/manual to streamline the investment process for the private sector.
5. **Stakeholder Meetings:** Meet with internal and external stakeholders to ensure alignment with the proposed improvements to the real estate development journey and alignment on the proposed model.
6. **Digital Platform:** Manage and monitor investment application via online platform. Support RCRC in structuring tailormade incentives packages for each investment proposal.
7. **Media and Communication:** Implement the communication plan and ensure that the activities are aligned with RCRC's different functions

Source: KPMG Analysis

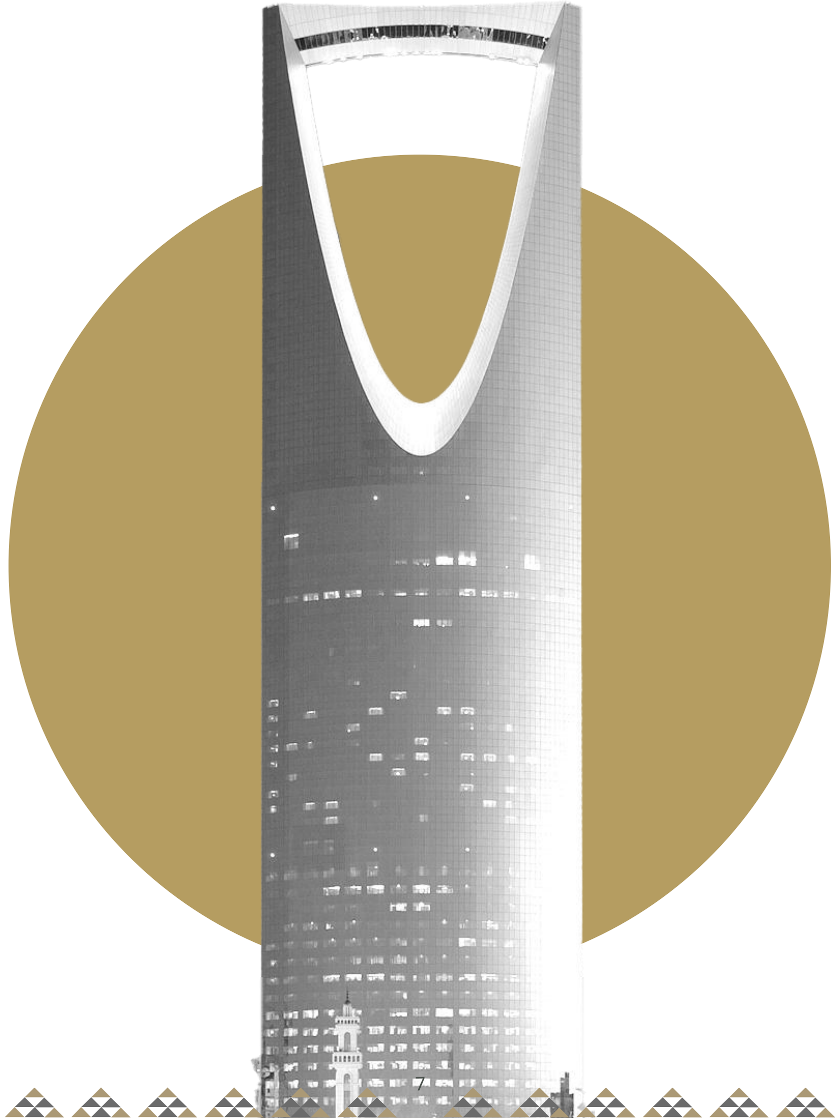
This objectives of this report are to document and analyze KPMG’s alignment meetings with RCRC’s internal stakeholders, given its crucial importance for the success of the project

01

Identifying the challenges faced by RE developers which are impeding projects from progressing would imply to properly align with multiple internal & external stakeholders

02

Engaging with the relevant stakeholders and leveraging their direct input is an enabler to recognize the improvement areas and define a work-around plan to ease the development journey



03

Identifying and understanding the key influential ones within the organizational structure of RCRC ensuring that their insights are properly tackled and their engagement throughout the lifecycle of the project is appropriately addressed

04

Gathering the key learnings resulting from our engagement with RCRC’s internal stakeholders and summarising their responses in various categories, thus enabling KPMG to identify & generate the relevant insights

Source: KPMG Analysis

02

Approach

Alignment exercise with internal stakeholders has been conducted through adopting a 4-step framework

Overview

- We mapped out & prioritized the stakeholders intersecting with the project's scope and having direct impact /interest while being involved in the real estate development process.
- We aimed to address the emerging challenges, issues and trends affecting the private sector real estate private sector real estate developers, investors, landlords, etc in their development journey.
- Scheduled meetings were conducted to communicate clearly the purpose along with the project's objectives and interactive discussions were facilitated to actively listen to the stakeholders' perspectives.
- The provided input, along with collected data and information helped to feed into the scope and were directly embedded into the ongoing streams.

Alignment Framework

01 Identify key stakeholders to be interviewed along side drafting customized questions to understand current situation and future aspirations of stakeholders

02 Conduct meetings (physical and/or virtual) with the identified stakeholders

03 Document the conducted meetings through the generated MOMs, shared IRLs, along with the relevant information / data collected from each department

04 Summarize the key takeaways from all stakeholder meetings and integrate the outputs into the project's other streams

We adopted the following framework

01 Identification of key stakeholders

02 Conduct meetings / interviews

03 Document the discussions during the meetings along with the responses received

04 Generate key insights / findings, to be reflected on relevant streams

Source: KPMG Analysis

Approach

Meetings with internal stakeholders in phase 1 of the project aimed to better understand the perceived strategy of the RE development sector in Riyadh city

Purpose of Stakeholders' meetings

01 Derive insights to identify the challenges faced by RE developers & potential solutions for improving the journey to local and international private sector investments

02 Understand RCRC's strategy

03 Understand the different sectors'/departments' mandate and their scope of work

04 Carry out productive data and information gathering, which will be used as inputs for the various project's streams

05 Identify promising investment opportunities in Riyadh City

Source: KPMG Analysis

KPMG engaged in meetings with 19 RCRC internal stakeholders during phase 1 of the project

Internal Stakeholders List

01 **Sector:** Integrated Sectors
General Department: Infrastructure and Public Utilities

02 **Sector:** Integrated Sectors
General Department: Smart City Office

03 **Sector:** Economic Sectors
General Department: Investment Promotion

04 **Sector:** Planning
General Department: Planning and Urban Design

05 **Sector:** Planning
General Department: Urban Code and Building Regulations

06 **Sector:** Planning
General Department: Strategic Urban Planning

07 **Sector:** Riyadh Life
General Department: Entertainment, Arts and Culture

08 **Sector:** Riyadh Life
General Department: Tourism Development

09 **Sector:** Programs and Projects
General Department: Programs and Projects Management

10 **Sector:** City Marketing & Investment Attraction
General Department: Marketing and Communication

11 **Sector:** City Projects
General Department: City Projects Follow-Up

12 **Sector:** Special Zones
General Department: Performance & Development of Special Economic Zones

13 **Sector:** Central Riyadh Office
General Department: Strategy Development Office

14 **Sector:** Transit Development
General Department: Transit Oriented Development

15 **Sector:** Documents and Archives Center
General Department: Documents and Archives

16 **Sector:** City Finance
General Department: Finance and Investment

17 **Sector:** Support Services
General Department: Information Technology

18 **Sector:** White Lands
General Department: White Lands

19 **Sector:** EPMO
General Department: Enterprise Project Management Office

Source: KPMG Analysis

A customized Information Request List comprising of a tailored list of questions for each stakeholder, while ensuring relevant sector / departmental mandate and our project's objectives

Strategy

Strategy of the sector / department along with its main direction in the city, scope of work and mandate

01

Projects information list

List of projects within Riyadh city, ongoing, stalled, and delayed (if any). We developed a comprehensive form that facilitated the extraction of project information

02

Challenges

The main obstacles witnessed within the sector, encountered by the private sector development journey participants, and the measures that have been implemented to overcome these obstacles, if any.

03

Investment opportunities

Investment opportunities and Incentive schemes recognized by the sector / department and their alignment with the strategy and direction

04

Engagement with multiple stakeholders

Alignment with other internal / external stakeholders to facilitate and support the real estate development journey

05

Source: KPMG Analysis

03

Key Takeaways

We leveraged the collected data and the communicated information from RCRC's internal stakeholders to extract and categorize the findings into eight themes

Throughout our approach with the internal stakeholders, we conducted a thorough analysis to identify the key takeaways and outcomes that emerged from the gathered data.

- Capturing key takeaways generated from the conducted meetings and the shared responses to our asks
- Categorization / classification of findings
- Visualizing the findings

Regulations	Media & Communication
Alignment	Governance
Strategy and Mandate	RE Development Requirements
Engagement with external stakeholders	Projects' Database

1. The categories listed above were generated based on the information availability. However, there are limitations in terms of available information and its depths, as well as lack of access to certain data due to its confidentiality and/or availability.
2. Detailed takeaways are available in the appendix.

Source: KPMG Analysis

Key Takeaways

Our analysis driven from meetings with RCRC's internal stakeholders has revealed critical findings that are hindering the private sector real estate development journey in Riyadh City

Main Findings

Regulations

- Ambiguity in regulations in terms of quick changes of rules & policies
- overlaps between government entities
- unclear pre-requisites
- imprecise key stakeholders roles

Alignment

- Most of the departments within RCRC are in early stages and are recently established
- Since their strategy papers aren't issued up till date, hence certain overlap currently occurs across these departments
- Additionally, proper alignment should be in place in between RCRC and specific external stakeholders

Strategy and Mandate

- Riyadh strategy hasn't been officially published
- Strategy documents are regarded as crucial to ensure the success of the project since they provide considerable direction on the sectors strategy at Riyadh city level
- The same would impact the projects' selection criteria, investment opportunities, type of information to be requested from stakeholders, etc.

Engagement with External Stakeholders

- Lack of engagement between internal stakeholders and relevant external stakeholders.
- The ways of interacting with the external stakeholders are basic, conducted & communicated through letters
- This lack of engagement could have negative consequences, such as missed investment opportunities
- It is crucial to develop clear strategy to build effective digital channels to drive positive outcomes

Source: KPMG Analysis

Our analysis driven from meetings with RCRC's internal stakeholders has revealed critical findings that are hindering the private sector real estate development journey in Riyadh City

Main Findings

Communication

- The channel of communication vary between RCRC and its related parties (investors, developers, external stakeholders / internal departments)
- Interaction means are not properly tackled, lack of communication prevails and certain workflow correspondence occurs via handwritten letters

Governance

- Governance concerns arise given the lack of communication, undefined mandate (roles & responsibilities) and conflict of interests
- It is important to establish a clear governance framework to ensure that clear lines of communication are in place and roles are properly defined

RE Development Requirements

- Many types of licenses and permits are required by the RE developer to complete its journey
- Certain requirements are not well-defined especially if exemption concurrence is demanded
- The same would lead to confusion, delays, cost over-runs impacting the project's success

Projects' Database

- Unavailability of a proper projects' database' for the private sector in Riyadh city within RCRC
- Lack of a proper ownership center for such information
- Most of the projects held at RCRC are of public / semi-government nature

Source: KPMG Analysis

The key outcomes have effectively outlined the process flow of the RE development journey for projects that are subject for review by RCRC

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RCRC is actively working towards enhancing the regulatory framework within the real estate development sector. However, It aims to streamline the licensing process and shorten the real estate transaction period which will impact the development journey of the RE developer.

RCRC has identified the stakeholders involved within the real estate development projects to assess, while providing clear guidelines on the roles and responsibilities of

Approach overview

- RCRC plays a crucial role in overseeing the development of Riyadh city, while also complying with Riyadh strategy
- RCRC carries out several comprehensive, strategic, long-term and multi-phase real estate development projects
- For projects involving an exceptional form or falling within RCRC's jurisdiction, the same are subject for review by RCRC before being directed to the relevant authority.
- The review process likely involves a thorough evaluation of the project's alignment with RCRC's strategic plans

Classification of Projects

Comprehensive Development Projects
- Integrated projects including facilities and services
- Projects within area size ≥ 80k m^2

Modification in the type of real estate assets
- For projects involving change requests in the purpose of real estate assets

White Lands Projects
- Adoption of plans for undeveloped lands

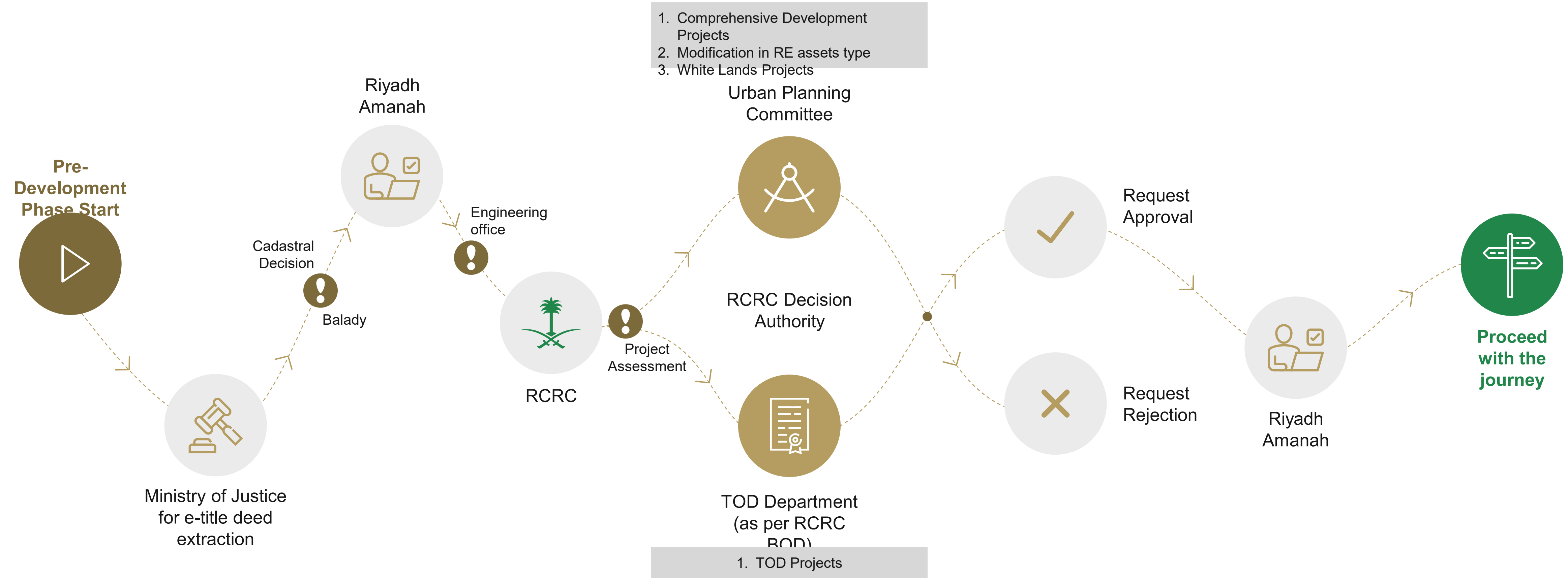
Transit Oriented Development Projects
- For key projects
- For projects falling within significant transportation axes, in particular within 800m of King Abdulaziz public transport project stations

Source: KPMG analysis generated from meetings conducted with internal stakeholders, in addition to the RE Transactions Flowchart – an RCRC document

Key Takeaways

A multi-step process and governance cycle is followed internally within RCRC to assess the real estate development requests received by RCRC

Real estate development requests at RCRC undergo a systematic process flow. However, the approval timeline for each project is impacted by the assembly schedule of the relevant committee, which does not adhere to a fixed or regular pattern. This variability can potentially affect the time required for each project to reach a decision.



Source: RE Transactions Flowchart – an RCRC document

04

Next Steps

While conducting the interviews, our team captured certain observations that provide a foundation to promote a more effective governance model and can serve as a valuable resource for identifying areas of improvement and implementing effective strategies

01

- Once Riyadh Strategy is published, it's crucial to ensure that it's communicated to KPMG team
- In the absence of Riyadh Strategy, KPMG heavily relied on the RE&C sector strategy; however, the introduction of Riyadh Strategy will provide more specific and localized guidance for the project
- The real estate investment opportunities to be identified shall be aligned with the wider objectives of RCRC, properly reflecting on the strategy of both Riyadh city and RE&C sector

02

- KPMG' scope of work intersects with the mandate relevant to several departments within RCRC and the alignment can be wider during the design and implementation phases of the project.
- Other departments are considered as key stakeholders, having significant impact on multiple streams – particularly the RE development journey / RE investment opportunities. The alignment with these stakeholders should be higher than others, to ensure proper execution of their plans. They include but not limited to Infrastructure and Public Utilities, TOD, Urban Code & Building Regulations, Special Zones, and Tourism

03

- Overlap among several departments within RCRC is primarily due to the lack of communication among stakeholders, also due to common responsibilities or similar roles in these departments.
- Hence, it is very important for RCRC to improve the interdepartmental communication, clearly define the roles and responsibilities of each department in order to ensure that the assigned mandates are not overlooked, the scopes are not duplicated and the stakeholders are not working at cross purposes. The same will enable RCRC to avoid confusion and minimize inefficiencies

04

- The exceptions granted by some departments to RE developers lack a well-defined governing rule.
- The absence of proper governance can indeed lead to an increase in requests' number, placing an unnecessary burden on the relevant departments and cause delays in the developers' journey.
- It's crucial to establish clear rules and procedures to manage exceptions and streamline operations

05

- The majority of the database held at RCRC is predominantly composed of government and semi-government related information, while data pertaining to the private sector is relatively sparse and limited.
- Private sector projects require more support than the public ones

Source: KPMG Analysis

05

Appendices

05.1

Stakeholders' meeting's case studies

1. General Department for the Urban Code and Building Regulations

Meeting Summary

Sector	Planning Sector
Department	**General Department for the Urban Code and Building Regulations**
Meeting Date	• June 19th, 2023 • July 16th, 2023
RCRC Attendees	• Majed Alyabis • Mohammed Abdelkareem • Mohammed Alghaith
Meeting Objectives	• Internal alignment on the project’s scope to ensure its successful implementation • Understand the department’s strategy and mandate • Comprehensive data gathering
Discussion Points	1. Urban Code & Building Regulations worked on a scope similar to KPMG’s back in 2019, in order to find solutions for the private sector stalled projects. 2. About 70 projects were approved on an exemptional basis and currently are regarded as feasible (Riyadh Front, Laysen Valley, The Zone). 3. A special royal court was issued for some delayed projects within RCRC (as The Avenues) for proper follow-up purpose. 4. The department is unable to share their strategy document as it is still not published. 5. Their main scope is to oversee the projects transferred to them while ensuring to get appropriate approvals before being sent to UBC committee for regulations’ purpose. 6. They also assess the development projects, i.e. the projects overlooking the construction / building system and the usage of lands. 7. They are in charge of providing exceptions & exemptions, when needed. 8. There isn’t a proper approval mechanism for development projects. 9. They define the potential activity related to each plot / land without getting into further details. 10. They own a limited batch of projects as only those deviating from the standardized rules fall under their authority. 11. Their portfolio include mixed use buildings, however there’s no clear guidance about the approval mechanism. 12. The need arises to have a proper development journey in place (hospital located on King Salman road next to Al Bustan compound is in delay for 2 years). 13. No proper database covering the private sector' projects and conversely KPMG might face challenges to gather such data. 14. KPMG was advised to properly align with Riyadh Amana being the entity in charge of issuing licenses and collect the necessary information. 15. There isn’t any orientation plan that define & identify the type of land use, in order to avoid disordered building. 16. The Ministry of Finance provides incentives in the form of financial support for the development of high demand projects, but criteria to meet & approval time are lengthy.

2. General Department for the Planning and Urban Design

Meeting Summary

Sector	Planning Sector
Department	**General Department for the Planning and Urban Design**
Meeting Date	• July 31st, 2023
RCRC Attendees	• Abdullah Alrrukban • Moath Aljurayan • Mohammed Abdelkareem • Rohit Kayshap
Meeting Objectives	• Internal alignment on the project’s scope to ensure its successful implementation • Understand the department’s strategy and mandate • Comprehensive data gathering
Discussion Points	1. The department receives the projects from Riyadh Amana after the submission of designs / plans by the developer 2. The department focuses on the architecture’s quality ensuring that designs and plans are aligned within the standards set by RCRC 3. Selection Criteria for projects handled by the department (public and private sector) include: • Projects falling within a particular geographical scope in Riyadh city, as such King Salman Road - King Khaled Road - Airport Road • Projects occurring in Riyadh city, as the center of Riyadh • Key projects requiring exceptions (increase in floor numbers, space usage) • Changes in the building type / usage • Exceptional directive / request from a supreme authority (such as ministry) • Projects reflecting special instruction received from the royal court 4. KPMG is advised to meet with the RCRC Urban Code and Building Regulations and also with Riyadh Amana 5. All other projects must comply with the published urban code, requiring projects to be compatible with the standards set for the city 6. On the developer journey, as stated by the department, the developer submits his designs & plans to Amanah and the latter transfers the project to RCRC for assessment, in case required 7. In exceptional cases, the department can provide consulting & orientation services, for Riyadh Amana in the event particular design / planning suggestions are sought for a certain piece of land

3. General Department for the Strategic Urban Planning

Meeting Summary

Sector	Planning Sector
Department	**General Department for the Planning and Urban Design**
Meeting Date	• July 19th, 2023
RCRC Attendees	• Majed Alyabis • Kais Samarrai • Abdullah Alshareef • Faisal Aldalbahi • Mohammed Abdelkareem • Mohammed Alshehri • Ouhoud Alsaigh
Meeting Objectives	• Internal alignment on the project’s scope to ensure its successful implementation • Understand the department’s strategy and mandate • Comprehensive data gathering
Discussion Points	1. Engagement with all stakeholders is of priority, among them external stakeholders (MOMRAH, MISA are among the list) 2. KPMG Project' scope is to identify gaps within the real estate sector, however information gathering is challenging and understanding the strategy direction is crucial 3. Alignment with stakeholders is of great importance to be able to tackle all possible projects held within RCRC 4. Department expressed its interest to be aligned with KPMG project along its different phases, particularly when collecting the data on Riyadh projects 5. Conducting meetings with investors is crucial to better understand the challenges they face from their own perspectives. Also meetings should take place with regulators, followed by enablers 6. The department shared the Executive Summary of Riyadh Strategic Framework Plan (SFP) which summarizes the following: • It is intended for the sustainable growth of the city • Translates the strategy into urban dimension • Provides spatial options to support strategic ambitions • Map and integrate mega projects, growth centers and corridors • Provides direction on milestones for 2030, being foundation for the new Riyadh Plan to be developed 7. The Framework Plan includes: • Strategic Objectives and Strategic Intent of the SFP • Riyadh's growth aspirations in terms of Population, GDP, jobs number, Residential units • Baseline of the city & its trajectories (public transport accessibility - Environment & Protected land - Vacant Lands - Major Projects locations - Existing densities & populations). • Global Cities' Benchmark (Singapore, London, NewYork, Los Angeles). • Key Stakeholders • Riyadh Strategy Ambitions for 2030 as approved by RCRC BOD. • Key challenges facing the city (existing challenges / potential future challenges) • Evaluation of Spatial Options for Riyadh City • Identified Areas of Growth

4. General Department for the Infrastructure and Public Utilities

Meeting Summary

Sector	Integrated Sectors
Department	**General Department for the Infrastructure and Public Utilities**
Meeting Date	• June 15th, 2023
RCRC Attendees	• Majed Alyabis • Mohammed Abdelkareem • Faisal Alshuayl
Meeting Objectives	• Internal alignment on the project’s scope to ensure its successful implementation • Understand the department’s strategy and mandate • Comprehensive data gathering
Discussion Points	1. Newly established department (since 2020). It holds the second biggest portfolio after the transportation department 2. Mandate comprises of the following (though not yet finalized): • Ensures proper regulations are put in place • Provides quality assurance services, particularly granting the required utilities • Understands the rising demand as many projects are taking place • Ensures that adequate infrastructure is in place to support the existing and the upcoming projects. • Acts as a moderator between the provider and the service applicant amid big / important projects • Urban development is regarded as its strategic responsibility 3. Strategy of the department hasn’t been finalized 4. About 24 soft projects will be released in the upcoming few years 5. Real Estate sector is their core reigning sector 6. The department faces certain challenges with RE developers, particularly when the developer aims to adjust the infrastructure of the area, as per his own criteria 7. Certain Exceptions given to some RE developers, such as adjustment in the Floor Area Ratio (in the quantum of 5.5% - 6%) 8. The existing capacities in terms of infrastructure / public utilities can be regarded as non sufficient given the expansion plan of Riyadh city 9. Complete infrastructure services should be in place by 2030, being among the department’s KPI

5. General Department for the Smart City Office

Meeting Summary

Sector	Integrated Sectors
Department	**General Department for the Smart City Office**
Meeting Date	• August 10th, 2023
RCRC Attendees	• Majed Alyabis • Mohammed Abdelkareem • Mohammed Alsharif • Alaa Mattar • Bassem Hamed
Meeting Objectives	• Internal alignment on the project's scope to ensure its successful implementation • Understand the department's strategy and mandate • Comprehensive data gathering
Discussion Points	1. Scope of work involves governance, project planning and strategies 2. Delivers intelligent solutions to the city 3. Acts as business owner for all smart city solutions while offering proper support for their stakeholders to design, integrate, implement and enhance such solutions 4. Developing strategy for Riyadh Mobile App is awork in progress 5. Internal alignment among RCRC is crucial for the department 6. Current partnership with SDAIA to build Riyadh Operation Center (ROC). 7. ROC acts as central nerve center in the event' management while catering to different stakeholders (city operations teams, emergency responders, event organizers). It is a range of systems / platforms to manage events, among which: • Traffic Management System: closely monitor & manage traffic conditions surrounding the event venue. • Social Media Analytics: analyze the interactions related to the events on various social media platforms. • Fleet Management System: monitoring transit buses during the event. • Simulation solutions: testing and optimizing tool for the processes within ROC. • Communication Channel Technology BEEM: communication / collaboration among ROC • Citizens Notification Technology Tawakkalna: notification technology informing citizens about important city-related information • Vpark solution using a combination of sensors, cameras, artificial intelligence to detect & identify wrongfully parked cars

6. General Department for the Investment Promotion

Meeting Summary

Sector	Economic Sectors
Department	**General Department for the Investment Promotion**
Meeting Date	• June 21st, 2023 • July 17th, 2023
RCRC Attendees	• Majed Alyabis • Mohammed Abdelkareem • Hani Khalifa
Meeting Objectives	• Internal alignment on the project’s scope to ensure its successful implementation • Understand the department’s strategy and mandate • Comprehensive data gathering
Discussion Points	1. Newly established department within RCRC 2. Strategy paper & Mandate not yet finalized, however both are fully aligned with Riyadh Strategy (not yet issued) 3. RCRC main role in investment attraction is to facilitate, promote and enable all investment development in economic sectors, including real estate development 4. Target operating model and governance structure are being established 5. They enable the economic sectors in their investment journey (such as the urban planning the real estate – sports sector – healthcare & biotechnology) by extracting investment opportunities for leads’ generate, also they facilitate discussions 6. As part of the strategy, an after-care division will be focusing on the current existing projects facing challenges 7. They don’t hold projects in the pipeline 8. Lack of information about the targeted investment geography, existing developers, but could be at the disposal of the sector 9. They target only FDIs at present time. However given all foreign investments require partnership with local sponsor, a database of local and foreign investors will be built 10. BOT (build, operate & transfer) is one of their upcoming models along with the investment outreach process 11. KPMG to align with the department during the project’s implementation phase upon identifying the investment opportunities and when tackling the stalled projects 12. A decree for an Investment Commission for the Gulf nationalities has been announced since 2000; it aims to look after the gulf investments within the city, it hasn’t been in effect as till date due to some political issues, and currently awaiting for the issuance of Riyadh Strategy 13. The National investment commission assesses the main issues arising from local investors. 14. Department aims to attract investors through their own different channels, as such aligning among RCRC’ different sectors to develop tailored investment opportunities according to each sector including real estate 15. Upon being operational, the department shall become the investment promotion and attraction hub for all RCRC sectors, while developing customized investment opportunities and promote such opportunities to the market to better attract potential local and international investors 16. The investment promotion does not provide incentives but it provides support to investors while connecting them to the proper channels such as MISA 17. RHQ program have an independent commission, with a customized framework 18. No incentives being provided. However, they support investors while connecting them to proper channels such as MISA

7. General Department for the Tourism Development

Meeting Summary

Sector	Riyadh Life
Department	**General Department for the Tourism Development**
Meeting Date	• July 23rd, 2023
RCRC Attendees	• Majed Alyabis • Mohammed Abdelkareem • Rohit Kayshap • Adnan Aleid • Alhanouf Alzahrani
Meeting Objectives	• Internal alignment on the project’s scope to ensure its successful implementation • Understand the department’s strategy and mandate • Comprehensive data gathering

Discussion Points	1. The strategy hasn’t been finalized, and budget isn’t yet allocated
	2. The tourism Sector is divided into 5 segments and minor projects are available (zipline project is within the adventure segment)
	3. Internal alignment within RCRC different departments to take place prior engaging with external stakeholders
	4. No present information about stalled / delayed projects. The same should be built-up once strategy is compiled and budget allocated
	5. No incentives provided till date, still under study (in collaboration with ministry of tourism)
	6. Tourism related licenses are provided by the ministry of Tourism
	7. A hospitality assessment project conducted by RCRC Investment Attraction department determined the availability of room keys and their categories across hotels and furnished apartments:
	  • Present and future projects including PIF projects were considered within the project
	  • Most room keys are concentrated in the upscale segment of hospitality
	  • There’s a need for Riyadh city to develop more lower-scale rooms.
	  • Real estate team will be updating the key count on a quarterly basis via newsletters.

8. General Department for the Entertainment, Arts and Culture

Meeting Summary

Sector	Riyadh Life
Department	**General Department for the Entertainment, Arts and Culture**
Meeting Date	• August 10th, 2023
RCRC Attendees	• Majed Alyabis • Mohammed Abdelkareem • Abdelkareem Alaquil • Yasser Jad • Kamal Alnaeimi
Meeting Objectives	• Internal alignment on the project’s scope to ensure its successful implementation • Understand the department’s strategy and mandate • Comprehensive data gathering
Discussion Points	1. Many sectors are under the umbrella of Riyadh Life (Entertainment, Arts & Culture, Sports, Tourism and DMO) 2. Entertainment is independent from Arts & Culture 3. Strategies for these sectors are being developed 4. Strategy for the Arts & Culture shall redefine the initiatives 5. Three KPIs set for the Entertainment sector: • Events: current baseline of 1,400 event is projected to reach 15,000 by 2030 in the city. • Expenditure per Household: currently estimated at 4,300 SAR / year is projected to reach a target of 11,000 SAR / year by 2030. • Cinema Screens: to increase from a current number of 60 screens to 665 screens by 2030. 6. Opera houses and theatres shall be managed by RCRC that started activating some of the theatres. For this purpose, a company in charge of the same shall be established (request for assets allocation has been initiated by HRH the Crown Prince; but the final decision hasn’t been concluded) 7. General Authority for entertainment established in 2016 (activated in Q1 2017): • Limited knowledge about the baseline situation in Saudi Arabia (& Riyadh) until 2023 • No proper information about the existing number of entertainment centers / issues faced while completing the RE development 8. Current alignment is taking place with key stakeholders to assess the requirements of these sectors (such as MOC, Seven, Qiddiya, Roshn, Gia and National Events Center) 9. The department stated that 350 delayed public projects in Riyadh city (such as Althamanen and Mashaeer Alriyadh projects) out of which 200 addressed by RCRC, while the remaining 150 projects are of pending status. 10. Opera House project, set to be completed by 2026, is operated by the Arts & Culture sector; the same applies for Diriyah & Qiddiyah gates. 11. The General Department of Real Estate has previously identified 4 key pillars affecting the projects: • Religious aspects (such as heirs' issues) • Funding challenges • Policy and regulations • Project process and purpose 12. Developers are facing challenges while issuing licenses, especially for distinctive projects. Thus the need arises to activate a fast-track option to expedite the licensing process and support is needed in navigating the regulatory aspects concerning entertainment and the specific requirements applicable to art complexes (theatres and arenas).

9. General Department for the Programs and Projects Management

Meeting Summary

Sector	Programs and Projects
Department	**General Department for Programs and Projects Management**
Meeting Date	• June 19th, 2023 • July 17th, 2023
RCRC Attendees	• Majed Alyabis • Abdallah Alomani • Ahmed Alotaishan
Meeting Objectives	• Internal alignment on the project's scope to ensure its successful implementation • Understand the department's strategy and mandate • Comprehensive data gathering
Discussion Points	1. Mandate isn't approved yet, and is based on sector level approach 2. A Current memorandum of understanding is signed between RCRC and the General Real Estate Authority 3. General RE Authority is working around issuing quarterly reports to better control the Supply / Demand market 4. Enablers for foreigners / expatriates to own real estate properties is a work in progress and is a key performance indicator for the department 5. White lands (i-e non-developed vacant lands) are in the quantum of 20㎢ across Riyadh city, between the 4 ring roads should be taken into consideration. RCRC is currently developing a process to make the best use out of each while ensuring they are equipped with necessary services (water, electricity, telecom)

10. General Department for the Marketing and Communication

Meeting Summary

Sector	City Marketing and Investment Attraction
Department	**General Department for the Marketing and Communication**
Meeting Date	• August 2nd, 2023
RCRC Attendees	• Mazen Tammar • Majed Alsheddi • Anas Jabri • Emad Alahmedi
Meeting Objectives	• Internal alignment on the project’s scope to ensure its successful implementation • Understand the department’s strategy and mandate • Comprehensive data gathering
Discussion Points	1. The department represents the city marketing & investment promotion arm within RCRC. It includes the Investment Promotion and the Strategy and Performance Management 2. Alignment with RCRC strategy and objectives, in addition to the Riyadh strategy and the sectors' strategy would reflect on the real estate opportunities to be created by KPMG 3. The strategy & mandate of the department are yet to be approved. The same shall include marketing and promoting Riyadh city as part of the Riyadh Brand and Promotion initiative 4. The scope of work includes the communication & the media coverage for projects under RCRC authority 5. The investment promotion program is among the 35 sectors / programs covered by Riyadh strategy 6. As for the creation & the packaging of investment opportunities, the same will be aligned with Riyadh strategy 7. The investment attraction team manages the marketing & communication across RCRC, while overseeing PR and communication related elements 8. For mega projects, there is a separate marketing & communication team overseeing these projects 9. The Digital Platform stream of KPMG project will be used by real estate developers where they will feed all their data into it, with RCRC having control over the same. However, a relevant governance system for the platform' usage will be put in place prior its launch

11. General Department for City Projects Follow-Up

Meeting Summary

Sector	City Projects
Department	**General Department for City projects Follow-up**
Meeting Date	• July 25th, 2023
RCRC Attendees	• Majed Alyabis • Khaled Almeshaal • Omar Awad
Meeting Objectives	• Internal alignment on the project’s scope to ensure its successful implementation • Understand the department’s strategy and mandate • Comprehensive data gathering
Discussion Points	1. Challenges highly occurring while gathering data / information about projects within the Private Sector given that certain data is regarded as confidential by the developers 2. RCRC collects the information from related parties and from certain investors; however the information is considered as incomplete and inaccurate 3. Some of the challenges while collecting accurate data: • Non-developed projects despite the issuance of development permits / absence of any development hindrance • Non-operating projects despite the issuance of project's completion certificate. • Changes occurring alongside the project's type / sector while the development has already been in place • Other financial / administrative obstacles faced by developers 4. Overcoming such obstacles requires the department to undertake joint discussions with developers to better assess the ongoing situation 5. Carrying a land survey through the relevant department (land use department) will help also determining the project's status 6. Data collection existing platform is currently of limited usage since it was exposed to a cyber attack; however it only pertains to the public sector 7. In terms of alignment, the department suggested to merge their current platform with the KPMG digital platform (currently in assessment phase)

12. General Department for the Development and Performance of Special Economic Zones

Meeting Summary

Sector	Special Zones
Department	**General Department for the Development and Performance of Special Economic Zones**
Meeting Date	• July 18th, 2023
RCRC Attendees	• Majed Alyabis • Abdelaziz Al Rabiah • Nada Al Husseini
Meeting Objectives	• Internal alignment on the project’s scope to ensure its successful implementation • Understand the department’s strategy and mandate • Comprehensive data gathering
Discussion Points	1. Special Economic Zones organize the economic special zones in Riyadh region while aligning with Riyadh’ strategy 2. Special Economic Zones aim to contribute to higher GDP while positioning Riyadh city as regional / global headquarters for international investment firms 3. Alignment is taking place along with ECZA, being the regulatory entity in charge of the special economic zones in the Kingdom 4. Potential economic zones in Riyadh as KAFD & RDID, yet the same requires BOD and COG (committee on governance) approvals 5. The mandate is not yet in place and the BOD is not yet appointed, however the members are nominated 6. Special Economic Zones act as facilitator for the establishment of Special Zones upon receiving an application for establishing a new zone. They assess the feasibility, study the incentives schemes and submit the same to the council for economical and development affairs (CEDA) 7. Developed incentives schemes are subject for approval by the COG. 8. No database for projects. 9. KPMG to highly align with the Special Economic Zones department during the Project's implementation phase when developing incentives packages.

13. General Department for the Transit Oriented Development

Meeting Summary

Sector	Transit
Department	**General Department for the Transit Oriented Development**
Meeting Date	• August 15th, 2023
RCRC Attendees	• Majed Alyabis • Abdelmohsin Binghannam • Mounira Alsaleh
Meeting Objectives	• Internal alignment on the project's scope to ensure its successful implementation • Understand the department's strategy and mandate • Comprehensive data gathering
Discussion Points	1. TOD department is linked to Riyadh strategy and the urban code of Riyadh city 2. TOD runs the assessment of specific projects on a case by case basis 3. TOD provides design guidance to project owners while explaining the TOD concept and the accessible incentives 4. Traffic impact study occurs post-design phase. It is not part of TOD mandate, however it is carried out only when the project is considered as key project or falls within significant transportation axes (King Abdallah Road and King Fahad Road) enabling TOD to grant its decision prior forwarding the project to Riyadh Amana 5. Riyadh Amana assesses the traffic impact study prior issuing the construction permit. Amana shall issue also the completion certificate once construction is finalized and project complies with the requirements 6. For the incentives allocation, TOD denotes some criteria for the developer to be granted incentives which will result in changes to the masterplan of the project. Such projects are considered special projects, transit-oriented whereby additional significant construction costs were imposed on the developer 7. In terms of requirements, TOD projects, upon finalizing the design phase, must comply with all the required terms in order to be assessed. Once TOD's approval is granted, the project is referred to Amana in order to issue a construction completion certificate provided that the project complies with the standard terms 8. Developers can refer to Balady in case in need for a fast track approval (no further info elaborated)

14. General Department for the Documents and Archives Center

Meeting Summary

Sector	Documents and Archives Center
Department	**General Department for the Documents and Archives Center**
Meeting Date	• July 23rd, 2023
RCRC Attendees	• Majed Alyabis • Rohit Kayshap • Sultan Alghanem
Meeting Objectives	• Internal alignment on the project’s scope to ensure its successful implementation • Understand the department’s strategy and mandate • Comprehensive data gathering
Discussion Points	1. No database on projects' backlog, but it is currently a work in progress 2. Requests are received through RCRC communication channel, mostly incoming from government entities (particularly MOMRAH) 3. Data outside RCRC scope is considered as unavailable 4. Projects are not segregated between private and public. However when the request is received, the center guides and directs the developer towards the appropriate entity and could provide assistance in providing the required documents 5. List of 2023 applications is received, encompassing application type along with the applicant's name (individual / corporate) 6. List of applications covers: exemption in the construction scheme - design approval - construction incentives - issuing building permits - change in permit' use

15. General Department for the Finance and Investment

Meeting Summary

Sector	City Finance
Department	**General Department for the Finance and Investment**
Meeting Date	• June 19th, 2023
RCRC Attendees	• Majed Alyabis • Mohammed Aljaser • Mohammed Abdelkareem
Meeting Objectives	• Internal alignment on the project’s scope to ensure its successful implementation • Understand the department’s strategy and mandate • Comprehensive data gathering
Discussion Points	1. It is a city finance sector with a mandate not finalized till date (awaiting for Riyadh strategy), inclusive of 4 arms: • Financial Affairs • Management Reporting • Investment & Funding • Budgeting & Business Planning 2. Riyadh Inc. (equally owned by RCRC and PIF) is in the process of establishing a real estate development company, of a large size. Its founding board is headed by his Royal Highness 3. Possible overlapping between KPMG scope and the Investment Promotion department 4. Investment Opportunities are subject to be promoted by the Investment Promotion Department of RCRC 5. General Department for Real Estate Sector Development is considered as an important stakeholder in KPMG Project 6. RCRC Investment Department shall follow on all investments within the city, enabling to create an Investment Portal 7. Many arms within RCRC would be of great help to KPMG project, as such: • Economic sectors (Biotech with a master plan + cluster with a total cost of SAR 19bn) • Digital Neighborhood • Smart City

16. General Department for the Strategy Development Office

Meeting Summary

Sector	Central Riyadh Office
Department	**Strategy Development Office**
Meeting Date	• July 12th, 2023
RCRC Attendees	• Majed Alyabis • Talal Alhussein • Amir Khan
Meeting Objectives	• Internal alignment on the project's scope to ensure its successful implementation • Understand the department's strategy and mandate • Comprehensive data gathering

Discussion Points

1. Riyadh Strategy is developed and multiple scenarios (up to 3) are in place, however, it hasn't been published
2. The proposed scenarios for year 2030 are currently under assessment and they cover:
   - City positioning
   - GDP ranking, nominal GDP
   - Population size
   - Number of visits
   - Livability ranking among mega cities
3. The strategy components comprise of:
   - 23 economic sectors
   - 5 city service essentials
   - An urban plan policy & land administration
   - 6 enablers and 100+ initiatives across sectors
   - 780+ projects & 370+ KPIs
4. 300 projects to be executed by RCRC (along with direct BOD involvement)
5. 100 new RFPs to be issued for projects falling under Riyadh Strategy every year
6. 70 stakeholders will be involved while delivering the strategy (SDO shared a total of 50 entities)
7. The forecasted projects shall include:
   - 150 capital projects
   - 80 development projects
   - 150 operations projects
   - 350 studies & strategies
   - 90 incentives & policy designs
8. Non-government sector investments to be realized through programs via Shareeq (DDI), MISA (FDI & DDI), PIF (as local investment commitment)
9. Announced Programs in Riyadh will result in a total non- government cumulative investments of SAR 4.9trillion, standing for 40% of total KSA non-government cumulative investments
10. KSA total non-government cumulative investments are projected to read SAR 12trillion
11. Contribution of the economic sectors to the nominal GDP has been provided based on the 3 proposed scenarios, to be realized by 2030 (total of the 23 selected economic sectors, plus the infrastructure & utilities)
12. 14- Detailed sectors strategies will be developed along with the sector annual delivery plans

17. The Development Project of Vacant Lands within Riyadh's First Ring Road

Meeting Summary

Sector	White Lands
Department	**The Development Project of Vacant Lands within Riyadh's First Ring Road (an Oliver Wyman Project)**
Meeting Date	• August 3rd, 2023
RCRC Attendees	• Ahmed Alotaishan • Mohammed Abdelkareem • Ahoud Alsaigh
Meeting Objectives	• Identify potential intersection and synergy between OW and KPMG projects • Leveraging the efforts of both projects to maximize benefits
Discussion Points	1. Development of vacant lands is a project performed by Oliver Wyman, managed by the strategic urban planning department 2. Outcome of this project is to fulfill the development of vacant lands in full by 2027 within Riyadh's First Ring Road 3. Scope of work comprises of 4 main elements: • Development plan for the vacant lands • Assessment of public utilities requirements • Strategy paper to engage the stimulate the private sector projects while aligning with Riyadh' strategic objectives • Understand the economic implications of the strategy on the construction supply/chain 4. Project is divided into 2 phases: urban economic concept and strategy / action plan 5. Project will comprise of 3 deliverables : • Identification of white lands within the designated area • Spatial analysis & recommendation • Policy analysis & recommendation 6. A methodology has been developed to select, assess & prioritize the relevant plots based on strategic & real estate value, infrastructure and services 7. The Refined Development Acceleration Toolkit involves the assessment results and the criteria used for the selection process: • Identification & listing of market challenges: lack of strategic visibility & stability in city planning, lack of regulatory transparency, efficiency of incentives, lack of affordable financing options, and unfavorable market conditions • International benchmarking to identify solutions for the key challenges • Recommend policies and programs, such as planning incentives, financial incentives, and regulatory penalties • Ongoing tasks being the implementation plan, governance & operating model (still work in progress) 8. Incentives provided for the white lands can be replicated for broader real estate projects 9. Alignment among OW and KPMG to take place, especially during the phase 1 of KPMG project as both scopes of work intersects across multiple streams

18. Enterprise Project Management Office

Meeting Summary

Sector	EPMO
Department	**Enterprise Project Management Office**
Meeting Date	• July 27th, 2023
RCRC Attendees	• Majed Alyabis • Rohit Kayshap • Essam Bukhamseen
Meeting Objectives	• Internal alignment on the project's scope to ensure its successful implementation • Understand the department's strategy and mandate • Comprehensive data gathering
Discussion Points	1. EPMO current mandate is to monitor the performance management of projects, their timely/quality adherence to BOD / top management resolutions, as well as the progression against the approved timeline 2. The above is subject to change, awaiting for the finalization of the detailed operating model which will include project delivery policies & procedures 3. EPMO is a centralized office overseeing the performance & progression status of the projects falling under RCRC and related to the public sector, including PIF 4. Performance measurement shall capture the initiatives, project' stages, timeline, main tasks & outcomes and is subject to be approved by BOD committee or RCRC top management 5. Upon concluding Riyadh Strategy, all public sector projects in Riyadh will be overseen by the EPMO 6. EPMO holds a Database of 780 projects of different categories (mega, urban planning & entity creation) 7. Private sector projects are overseen by SDO (Strategy Development Office) and can skip some bureaucratic procedures when monitoring the projects 8. EPMO shared a high-level list of 72 active projects, which are classified under different sectors: • Integrated & Economic Projects • Transportation Office Projects • City Excellence Sector Projects • Planning Projects • Riyadh Life Sector Projects • City Marketing & Investment Projects • SDO office

19. General Department for the Information Technology)

Meeting Summary

Sector	Support Services
Department	**Information Technology**
Meeting Date	• October 3rd, 2023
RCRC Attendees	• Majed Alyabis • Ibrahim Aleid • Mohammed Abdelkareem • Khaled Almeshaal • Anwar Mohammed • Dalal Alfahad
Meeting Objectives	• Internal alignment on RCRC' digital platform • Understand the modus operandi of the platform
Discussion Points	1. "Riyadh Region Projects Platform" is the digital platform of RCRC 2. The platform caters to both the public and private sectors. It is divided into two categories: public sector entities and private sector entities, including non-profit organizations 3. The platform offers RCRC internal users the ability to view and edit admin profiles while external users are granted data input capabilities 4. The platform is currently being utilized by 73 users from 65 entities, which include both government and semi-government organizations. Each user needs a unique username and password to access the platform 5. The platform offers different features, we mention: • Main Page: The main page displays general statistics and financial data related to real estate projects • View Option: On the right side of the platform, users can find different view options • List of Projects Database: This page features a table with an advanced filter function. Users can filter projects based on specific criteria such as project name, region, and status • Map Feature: The platform includes a map with advanced filter functions • Periodic Reports Page: Users can download PDF reports based on their needs • Indicator System Page: This page displays a Power BI dashboard with various data visuals

We have classified the internal stakeholders based on their level of engagement across each of the project's phases

Stakeholder Department	Insight / Impact	Strong Influencer	Phase 1	Phase 2	Phase 3	Our engagement strategy
Urban Planning and Building Regulations	Very High	Yes	✓	✓	✓	Ensure proper alignment upon concluding on the development journey
Planning and Urban Design	Very High	Yes	✓	✓	✓	Ensure proper alignment upon concluding on the development journey; also upon developing the investment opportunities
Strategic Urban Panning	High	Average	✓	✓	✗	Ensure proper alignment upon gathering data pertaining to stalled/ delayed & ongoing projects; also prior finalizing the benchmark report
Infrastructure and Public Utilities	Very High	Yes	✓	✓	✓	Ensure proper alignment upon concluding on the development journey; also upon developing the incentives schemes
Smart City Office	Low	No	✗	✗	✗	N/A
Investment Promotion	Very High	Yes	✓	✓	✓	Ensure proper alignment upon concluding on the real estate investment opportunities across all phases
Tourism Development	Very High	Yes	✓	✓	✓	Ensure proper alignment when engaging with external stakeholder, in particular the ministry of tourism and upon concluding on the real estate investment opportunities
Entertainment, Arts and Culture	Medium	Average	✓	✓	✗	Ensure proper alignment upon concluding on the real estate investment opportunities
Programs and Project Management	Medium	Average	✓	✓	✗	Engage with the department when developing the framework that allow foreigners to own real estate properties
Marketing and Communication	High	Yes	✓	✓	✗	Engagement to take place upon identifying the guidelines for the marketing and communication strategy
City Projects Follow-Up	High	Yes	✓	✓	✓	Engagement shall occur across the digital platform stream

We have classified the internal stakeholders based on their level of engagement across each of the project’s phases

Stakeholder Department	Insight / Impact	Strong Influencer	Phase 1	Phase 2	Phase 3	Our engagement strategy
Development and Performance of Special Economic Zones	High	Yes	✓	✗	✗	Alignment should be established when identifying the investment opportunities. Certain mega projects (such as The Avenues) and currently under construction, may qualify for designation within a special zone, if applicable
Transit Oriented Development	Very High	Yes	✓	✓	✓	Alignment shall take place upon concluding on the development journey, identifying the investment opportunities and developing the incentives schemes
Documents and Archives Center	Low	No	✓	✗	✗	N/A
Finance and Investment	Low	Average	✗	✗	✓	Alignment to take place upon developing the investment toolkit
Strategy Development Office	Very High	Yes	✓	✓	✓	Ensure proper alignment upon concluding on the benchmarking report, the identification of the investment opportunities / incentives schemes
White Lands Project (OW)	Medium	Average	✗	✗	✗	Engagement with OW during phase 1 of the project across the media and communication stream, identification of investment opportunities / incentives schemes
Enterprise Project Management Office	Very High	Yes	✓	✓	✓	Ensure proper alignment upon concluding on the real estate investment opportunities across all phases
Information Technology	Very High	Yes	✓	✓	✓	Alignment to be established across the digital platform stream

05.2

Private Projects' List

Private Projects' List

General Department for City Projects Follow-Up

#	Project Name	Project construction cost	Location	Completion date	Sector
1	ارض صندوق الجوهرة العقاري	SAR 2,200 M	Al Raed area	-	Commercial Real estate
2	Dawawine Island	SAR 1,355 M	Riyadh	-	-
3	Mall 1364	SAR 266 M	Diplomatic Quarter	1/1/2023	Commercial Real estate
4	Topaz Project	-	Um Alhamam Algharbi	-	-
5	AlRajhi Tower Land Expansion	SAR 19,5 M	Almourouj area	-	-
6	Riyadh Project	SAR 2,000 M	-	-	-
7	Al Jawan Seray	SAR 820 M	-	7/31/2023	Residential Real Estate
8	Daraq Al Huda	SAR 163 M	-	8/1/2023	Residential Real Estate
9	Makkine 23	SAR 29 M	-	1/1/2023	Residential Real Estate
10	Al Shifa Residential Project	SAR 2,200 M	-	10/2/2022	Residential Real Estate
11	Al Khozama Project	SAR 1,200 M	-	12/29/2023	-
12	Redevelopment of Al-Faisaliah neighborhood in Riyadh - Phase 2	-	-	-	-
13	SABB Bank Head Office	-	-	-	Commercial Real estate
14	Al Diyar Tower	SAR 200 M	-	-	-
15	Sasco Oasis	SAR 230 M	-	1/72021	-
16	Dallah	-	-	-	-
17	Raqaa Plaza	-	-	-	-
18	Boulevard Toulif	-	-	-	-
19	Al Mawsam Plaza	-	-	-	-
20	Emirates Souqs Company	-	-	-	-
21	Ghassan Al Suleiman Company	-	-	-	-
22	Mawten	-	-	-	-
23	Capital Gate Investment Company	-	-	-	-
24	Research & Consultancy Services Center (Prince Sattam Bin Abdulaziz University)	-	-	-	-
25	Mazan Co. and Amar Investment Co.	-	-	-	-
26	National Guard Club Project	-	-	-	-
27	Haif Hospital Project	-	-	-	-

General Department for The Urban Code and Building Regulations

01
Emirates Souqs Company

02
Ghassan Al Suleiman Company

03
Mawten

04
Capital Gate Investment Company

05
Research & Consultancy Services Center (Prince Sattam Bin Abdulaziz University)

06
Mazan Co. and Amar Investment Co.

07
National Guard Club Project

08
Haif Hospital Project

General Department for Transit Oriented Development

#	Project Name	Project size (BUA)	Location
1	Sahara Mall - Alrugaib Holding	85000 m²	https://goo.gl/maps/a5PXS3fMt2eEBAyv5
2	Abdullah Alothaim Markets	15120 m²	https://goo.gl/maps/osZMppp475B2Lib16
3	AlRajhi Plot	71500 m²	https://goo.gl/maps/uVcCjWUKCxAmtgtG9
4	Riyadh Tower - Saleh bin Kleb	525000 m²	https://goo.gl/maps/9iVcQ3rNBbcvt3iA7
5	Almouwasat Hospital	594900 m²	https://goo.gl/maps/4y4WessftUnasmwF7
6	Almuammar Hotel	431632 m²	https://goo.gl/maps/tVvhGCj1Gg9w6ibQA
7	Alsaada Mall - Almutlaq	38022 m²	https://goo.gl/maps/KG6Kiy1Xwcu8aApK6
8	Mansour Alamry - Hotel	1436.92 m²	https://goo.gl/maps/Tu7hRxmN6TCUFiLf6
9	Alhaiah Hotel	1225 m²	https://goo.gl/maps/obUmiS7yuv3j11zP9
10	Mohammad Algannam - Hotel	2695.40 m²	https://goo.gl/maps/MVDwyKJYgaCPZrvV6
11	Furnished Apartments - Sulaiman Alfassam	493.63 m²	https://goo.gl/maps/3EsmYeQzotMe9DVY8
12	Mohammad Ayup - C&R Building	872.65 m²	https://goo.gl/maps/CS5FMjGAdUiU4Sne6
13	Waleed Alosamy - CB	720 m²	https://goo.gl/maps/myNED5svyZihZ3eG7
14	Dr. Sulaiman Alhabib Co. - Hospital	7170 m²	https://goo.gl/maps/wk25bBskHHoFJDoC9
15	Ahmad Matouq - C&O	1902 m²	https://goo.gl/maps/iaa4BkQnFjQFP95C9
16	Alrajhi Mosque - C Group	5200 m²	https://goo.gl/maps/ymBRNBHbNDoEyEc77
17	Saad Alajlan - C&O Building	4200 m²	https://goo.gl/maps/95d9iMkc2Gh7Z1yf7
18	Maeid Alzahrani - C&O	3642 m²	https://goo.gl/maps/XpN15ZQqnQycawkE7
19	Ali Alshredah - Alolaya Hotel	840 m²	https://goo.gl/maps/GTWvZrxQ1cssChhk7
20	Nama Altharwat Co. - Hotel	16000 m²	https://goo.gl/maps/WLmuTBdHxeCpSBgS7
21	Saeed Alzahrani - Hospital	2555 m²	https://goo.gl/maps/3awCLVLgCi8SeChw5
22	Abdullah Alshahrani - Furnished Apartments	1058 m²	https://goo.gl/maps/qWEr8SanjhrPQKhu6
23	Aalam Annahafa - Sport Center	1240 m²	https://goo.gl/maps/p3CK6F98tp98nzp36
24	Anas Almuhetheef - C&O	5991 m²	https://goo.gl/maps/HAAt8sFwvtCrB55RA
25	Ameen Shaker	2485.5 m²	https://goo.gl/maps/w7tuznj56GgnD2t58
26	Jamal Alzamil - Hotel	60001.49 m²	https://goo.gl/maps/gYc9ash8fRr7PTyF9
27	Sulaiman Alqaraawi - Hotel	750 m²	https://goo.gl/maps/ARDA8A2d6ECXzaaQ6
28	Abdullah Sulaiman AlRajhi	1200 m²	https://goo.gl/maps/wLT43uKJAqshktwk9
29	Yasser Almuhethef	2250 m²	https://goo.gl/maps/e2vXJdh2RMinbymc9
30	Jassem bin Nasser Althani	1200 m²	https://goo.gl/maps/soM1jKnnjeuxzNkR8
31	Adeel Alseef	1530 m²	https://goo.gl/maps/cXQErndzVe9UcAVz6

#	Project Name	Project size (BUA)	Location
32	Atyaf Mall	3196 m²	https://goo.gl/maps/ywsofcy6vytKs71G8
33	Abdulmohsen Alrwoaished	1276m²	tps://goo.gl/maps/M2wVWoBAHFk5JXKHA
34	Alrabi Station Tower	2007m²	https://goo.gl/maps/egPG3eEEh5YmyHfE7
35	View Square	2361.6 m²	https://goo.gl/maps/EjykfW9cCzNScZqs7
36	Alqabani Tower	6025 m²	https://goo.gl/maps/f1n5wEXZtJgCYyyG8
37	Murabaa Residential Tower	5295.90 m²	https://goo.gl/maps/xJcEuobznGJgpthX8
38	Ahmed Alsaif Co.	89992 m²	https://goo.gl/maps/QBPgLiyi23sHb2eK6
39	Alhabib Hospital - Residential bldg	8250 m²	https://goo.gl/maps/Ch4cps8RNWwESL9Z7
40	Gulf Real Estate	1800 m²	https://goo.gl/maps/Ji2FD7kRontFytVA7
41	Alshabab Club	2181.1 m²	https://goo.gl/maps/x8Vw66cJk4d6PTRg6
42	Alsaedan Investment	17550 m²	https://goo.gl/maps/xiAaAece2N2ML9Pb8
43	Ahmad Alsaif -Altakhassusi	5000 m²	https://goo.gl/maps/2wX8DSFxWTBuWbaA9
44	Alomar Investment	3000 m²	https://goo.gl/maps/H9La7bD6Ms8VGHzD9
45	Alhammadi Hospital	2018.65 m²	https://goo.gl/maps/6ZdWQ6P7FnDmsvVi8
46	Sulaiman Alhaid	6800 m²	https://goo.gl/maps/CnQAuxb3rEuv6PNd9
47	Almariyah Investment	2500 m²	https://goo.gl/maps/bZL9nNsq85veTcRW7
48	Zayid Alshehri	900 m²	https://goo.gl/maps/ikeCXNVy4UprTENb8
49	Fahad Ali Alhazza	4052 m²	https://goo.gl/maps/h76pyZQHm8uRnWEXA
50	Musaad AlZlal	2535 m²	https://goo.gl/maps/93VagxddSLyqndp1A
51	Liwan - KARD	4060 m²	https://goo.gl/maps/JZ7rV5BgDy6C3DPPA
52	Yasheed Real Estate	900 m²	https://goo.gl/maps/LhPS2JPXt1vSLVgs5
53	AKNAN	70969 m²	https://goo.gl/maps/VvmcZcMkdLbJawnZA
54	Musad Alzallal	875 m²	https://goo.gl/maps/T6YW1BKLtFNAe1SPA
55	Amad Co	1625 m²	https://goo.gl/maps/W25iXksuiqyWnhYS7
56	Sawaed For Engineering	1120 m²	https://goo.gl/maps/gnqWpRjp8PTjxe1L6
57	Ahmed Alsaif	1932 m²	https://goo.gl/maps/zCAtCnb5ECkQh2Ww8
58	Abdulwahab Alrajhi	3523 m²	https://goo.gl/maps/LK9tqHPeuWQwJ2au9
59	Naya Najd Real Estate	1620 m²	https://goo.gl/maps/J2AMWoufuypgkbNMA
60	Almasharia Alawla	4500 m²	https://goo.gl/maps/14nTXAT3AUGucN8KA
61	Abdullah Almuhanna – Alsaif	2200 m²	https://goo.gl/maps/LFCSFNfKLvHcnunx9
62	Arch Hub – Alandalus	9000 m²	https://goo.gl/maps/9fUTbMayi8BNXCgE8
63	AHB - Alrajhi	1485 m²	https://goo.gl/maps/bAtFbM2aaqPeqxwN7

الهيئة الملكية لمدينة الرياض
ROYAL COMMISSION FOR RIYADH CITY

Thank You