

Business Model

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A New Generation Real Estate Developer

Retal is a pioneering force in the real estate sector, redefining the landscape with our fully integrated, off-plan strategic network.

Our robust investment proposition is built on a comprehensive platform that spans the entire value spectrum, ensuring excellence from pre-development to post-development stages.

Fully Integrated Platform

Our platform seamlessly integrates various facets of real estate development through our key subsidiaries, enabling us to maintain stringent quality control and deliver superior projects. The project development value chain includes the following:

- Pre-development: Project Management, Design & Engineering Consultancy
- Development: Contracting, Infrastructure Development
- Post-development: Facility Management, Property Management

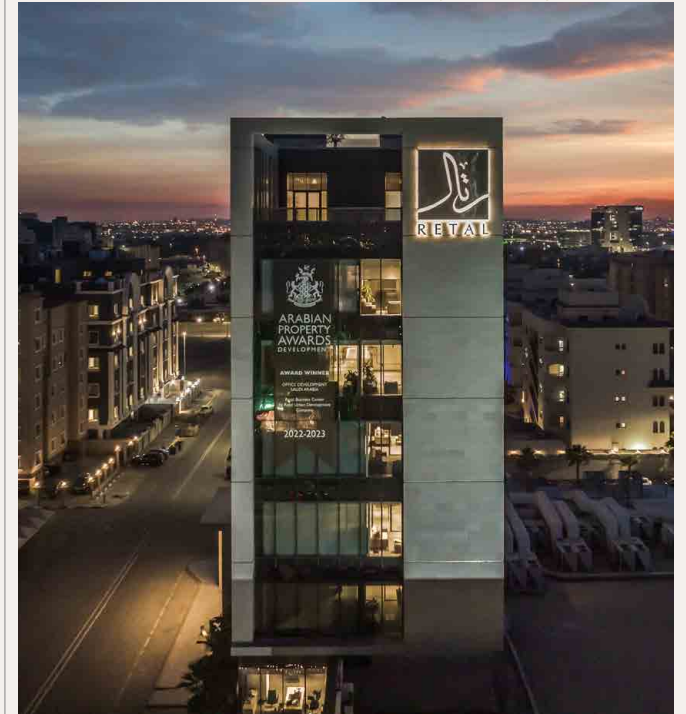
A Pioneer in KSA Off-Plan Sales

Retal has established itself as a leader in off-plan sales in Saudi Arabia, offering a de-risked business model that ensures sustainable growth. By transferring collection risk to specialised financing institutions and holding 100% of purchase funds in escrow, we minimise market and construction risks. This model allows us to close sales rapidly, with an average of 35 days in 2024, providing the flexibility to capitalise on growth opportunities.

Value Creation Through Strategic Partnerships

We leverage a unique set of global, regional, and local partnerships to enrich the Saudi real estate market. Our collaborations with government entities, financiers, and design & engineering partners enable us to develop innovative, sustainable buildings and secure project financing efficiently, with an average of 35 days in 2024, providing the flexibility to capitalise on growth opportunities.

“Retal’s commitment to innovation, quality, and strategic growth has solidified our position as a new generation real estate developer.”



A New Generation Real Estate Developer (continued)

“As we continue to navigate the evolving landscape, our fully integrated platform, strategic partnerships, and alignment with Vision 2030 will drive our success and contribute to the flourishing Saudi economy.”



Vision 2030 Alignment

Aligned with Saudi Arabia's Vision 2030, Retal is committed to contributing to the nation's ambitious giga-projects and urban development initiatives. Our strategic focus on Riyadh, Dammam, and Jeddah, which house 65% of the KSA population, positions us to play a significant role in the country's growth story.

Strategic Priorities

Our strategic priorities are designed to deliver sustainable growth and include:

- **Strategic Partnerships:** Leverage alliances to expand our footprint and reach.
- **Diversification:** Expand our real estate portfolio to offer diverse brands and products tailored to various income groups and market needs.
- **Customer Experience:** We prioritise exceeding customer expectations through exceptional service, innovation, and comprehensive after-sales support.
- **Sustainability:** Embedded in our mission, sustainability drives our operations, ensuring long-term environmental and social impact.



Turning Risk into Value

Retal's strategic planning includes extensive risk mitigation measures, ensuring resilience and adaptability in a dynamic market. Our expertise in off-plan sales, strategic partnerships, and market leader advantage in the Eastern region position us to turn potential risks into value levers.



Fully Integrated Value Chain

A fully integrated value chain enables Retal to deliver value by streamlining the entire end-to-end development process—from site acquisition to project completion—delivering quality assurance, timeliness, and exceptional service.

Seamless Synergies Through a Vertically Integrated Value Chain

Our vertical integration through subsidiaries and associate companies ensures seamless operations, superior quality, and greater control throughout the real estate cycle. With seven subsidiaries and associate companies under Retal’s umbrella, we collaborate with dedicated firms specialising in infrastructure, construction, architectural design, lighting design, and facility management, among others.

Pre-development



Nesaj
Project Management
Subsidiary



Nesaj’s approach to project management is characterised by meticulous planning, efficient execution, and a commitment to punctuality and fiscal prudence. Through robust methodologies, Nesaj ensures that each project follows a well-coordinated journey from conceptualisation to realisation.

Established in 2012, Acquired by Retal in 2017

No. of Projects:

+40



MIMAR Saudi
Design & Engineering Consultancy
Associate



A prestigious Architecture and Engineering company with a significant presence across the Middle East & North Africa. With 11 branches spanning across five countries in the region – UAE, Qatar, Saudi Arabia, Egypt, and Iraq – MIMAR has firmly established itself as a leading force in innovative architectural design.

Established in 1997, Retal’s Associate since 2019

No. of Projects:

+900

International Awards:

7



LDPI
Lighting Architect Consultancy
Affiliate



LDPI

LDPI stands as one of the foremost firms of Lighting Architects globally. With a two-decade legacy, the company’s team predominantly comprises Architects and Interior Designers, with an emphasis on the seamless integration of light across projects of all sizes.

Established in 2000, Retal’s Affiliate since 2022

No. of Projects:

+23

Global Rank Among Peers:

Top 3

Our Fully Integrated Value Chain (continued)

Development



Saudi Tharwa

Infrastructure Development

Associate

شركة السعدية
Saudi Tharwa



Saudi Tharwa is a prominent real estate development company in Saudi Arabia. It specialises in advanced urban infrastructure, offering services such as real estate acquisition operations, project supervision and management, infrastructure development of plots, and launches marketing campaigns for real estate products. The company operates in compliance with applicable laws and regulations in the Kingdom of Saudi Arabia.

Established in 2007, Retal's Associate since 2020

Total Auction Sales
(Value SAR):

7.8 bn

Total Auction Sales
(Land area sqm):

+7.5 mn

Total Developed Area sqm:

+14 mn



Building Construction Co.

Contracting

Subsidiary



BCC is a leading construction company with more than 24 years of experience in the construction of residential, commercial, governmental, towers and multipurpose buildings. BCC is dedicated to precision and quality and leverages a network of skilled professionals to ensure that its construction processes adhere to the highest industry standards.

Established in 1996, Acquired by Retal in 2017

No. of Projects:

+73

Total Construction
Area sqm:

2.9 mn

Value of Projects (SAR):

+7.1 bn

Post-development



Tadbeir Co.

Facility Management

Subsidiary



Tadbeir (formerly Tadbeir Real Estate Services) embraces cutting-edge practices to guarantee the seamless and efficient operation of its properties. This includes a spectrum of activities from regular maintenance to sustainability initiatives, underpinned by a proactive approach to addressing the evolving needs of the communities they serve.

Established in 2014, Acquired by Retal in 2016

No. of Units:

+5,000

No. of Customers:

+330



Adara Co.

Property Management

Subsidiary



Adara blends global expertise with local insights to serve Saudi Arabia's property market. It caters to diverse commercial and residential projects, building strong client relations with renowned companies and global brands.

Established under Retal in 2014

No. of Projects:

+45

Strategic Partnerships and Alliances

Retal has formed strategic partnership agreements and joint ventures with prominent private and public entities across various verticals in the real estate sector.

These collaborations with Government-Related Entities have been vital for executing large-scale national projects, driving up market share, enhancing shared resources, and reinforcing our reputation as a trusted and preferred partner.

“Strong focus on establishing robust, enduring partnerships that generate substantial value.”

“Our partnerships with key entities like ROSHN and NHC are central to our success. They enable us to leverage shared expertise and resources for efficient project execution and sustainable growth.”

Partnerships



National Housing Co.

Since 2018, Retal has emerged as a pivotal partner in Saudi Arabia's affordable housing sector through its collaboration with the National Housing Company (NHC). Since then, Retal's partnership with NHC has seen the development of thousands of projects under the Nesaj Town brand.

Retal's impressive track record reflects its outstanding success in executing National Housing Company projects, marked by record-breaking sales in a short period and early unit deliveries ahead of schedule.



مجموعة روشن
ROSHN GROUP

Roshn

Since 2021, Retal has maintained a strong strategic partnership with ROSHN Group, a subsidiary of the Public Investment Fund, making it the first real estate company to develop a project in collaboration with ROSHN. Working across both the Ewan and Roya brands, this relationship marks PIF's first collaboration with a private real-estate company and, as such, aligns with the national objectives of Vision 2030.

Number of projects

12

Total value of projects

8.8 Bn+

Number of projects

7

Total value of projects

8.9 Bn+



Read More:

NHC – Business Model Page 38



Read More:

ROSHN – Business Model Page 39



Our Strategic Partnerships & Alliances (continued)

“Our long-standing strategic alliances with renowned premium brands underscore Retal’s commitment to diversifying the tourism and mixed-use landscape, further supporting Vision 2030.”

Alliances



Blominvest KSA

Retal partnered with BLOMINVEST in 2021, developing funds for mixed-use projects including but not limited to Remal Business Court & Residence and The Ritz-Carlton Al Khobar. This partnership diversifies Retal’s revenue and expands its presence across the Kingdom’s growing cities.



Al Bilad Capital

Retal launched a closed-end real estate investment fund with Al Bilad Capital in 2024, showcasing Retal’s commitment to value creation through financial innovation.



Bin Jumah Group

Established in 2023, Retal formed its strategic alliance with the Bin Jumah Group with a specific remit to develop the Ritz Carlton Al Khobar, with Retal appointed as the sole developer.



Assayel Real Estate

Retal and Assayel Arabia Real Estate Company formed a strategic partnership with Remal Al Khobar in 2022, with the objective to undertake premium real estate ventures.

Number of projects

5

Total value of projects

5.7 Bn+

Number of projects

1

Total value of projects

887 Mn

Number of projects

2

Total value of projects

1.5 Bn+

Number of projects

1

Total value of projects

1.5 Bn+



Off-Plan Sales

A Unique Value Proposition

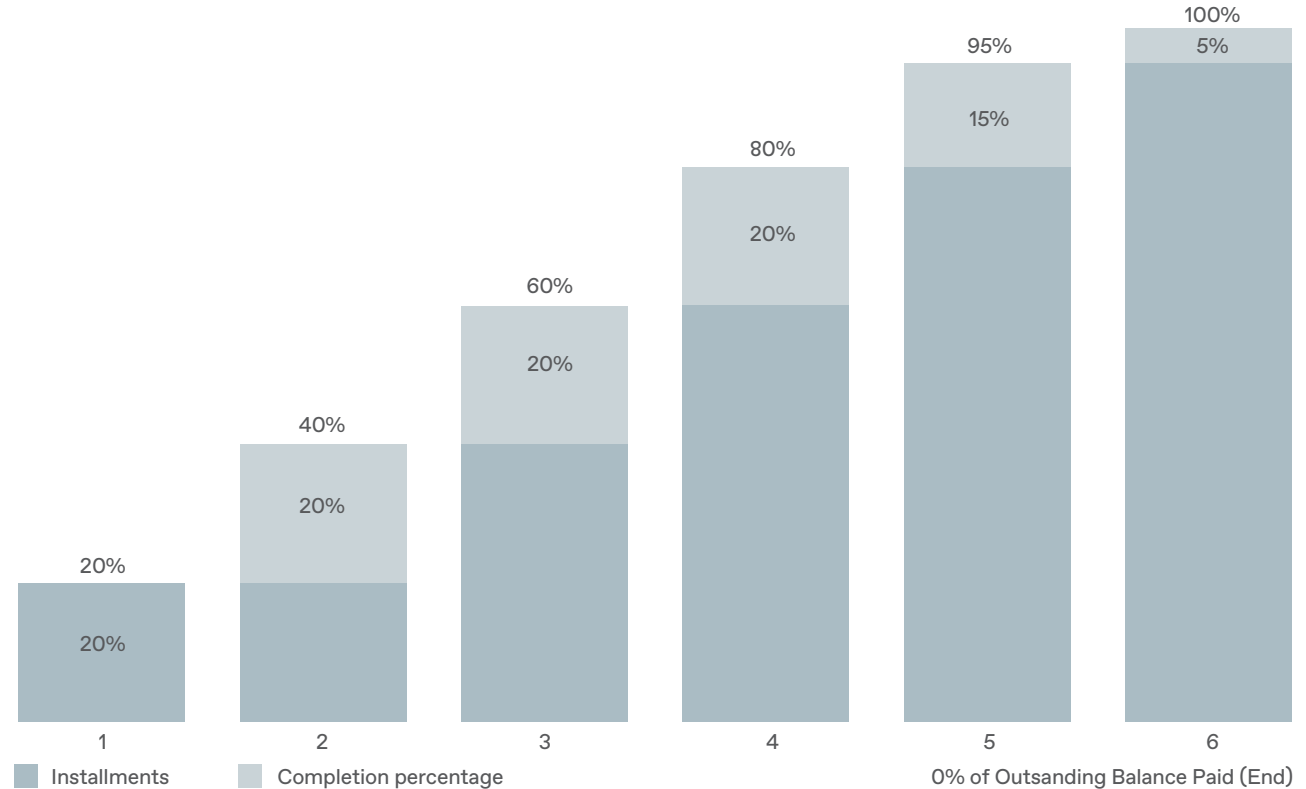
Innovative Off-Plan Sales Model

Retal's pioneering off-plan sales approach enables high-return projects with minimal capital investment, reducing market and construction risks while maintaining design flexibility. This model allows Retal to secure funding quickly, transfer collection risks to financing institutions, and complete construction in phases with an enhanced focus on quality and customisation.

Retal's transition into the off-plan project development model reflects structural changes in the overall operating environment with the introduction of regulatory bodies, including Wafi, to regulate offplan sales licenses.

- The off-plan sales model facilitates the company to undertake high-return projects with limited capital.
- 80% Of retal's customers use bank mortgages to finance Their purchases, while 20% typically pay cash upfront.

Off-Plan Payment Schedule



Lower Risk

Minimal Investment

Increasing Demand

Greater Agility

Unlocking Quality



Projects Lifecycle

Our de-risked business model, with funds held in escrow and phased construction, ensures sustainable growth and minimises market and construction risks.

Total timespan: 1 to 3 years

Direct Project Lifecycle



Project Awarded

Upon signing the contract, a public announcement is made, and the project is added to Retal's backlog



Off-Plan Sales

Retal engages in sales activities to future residents, collecting the down payments for units sold



Location Handover

Retal receives the project land location, except for those projects where the land isn't controlled by Retal (i.e. Roshn & NHC)



Development

Development occurs in phases until completion



Services

Development of the project's required utilities, including electricity, water and sewage etc

Funds Lifecycle



Opportunity Sourcing

Retal identifies potential opportunities based on strategic direction as well as exposure criteria and comprehensive risk assessments



Partnership Engagement

Retal selects the CMA-licensed fund manager based on specific criteria, such as a successful track record in managing similar projects



Fund Establishment

The development agreement is signed, both debt and equity are raised, and the assets are acquired through an SPV



Development

The project is developed by Retal, in addition to the company occasionally engaging in marketing and sales activities



Exit

Exit from the project based on timeline set in the initial plan

Geographical Presence

Retal's Footprint Across the Kingdom

Retal maintains a strong presence across key regions of the Kingdom, with rapid growth in the Riyadh region. At the same time, it continues to lead in both the Eastern and Western regions, leveraging significant growth potential in alignment with Saudi Vision 2030 goals for sustainable urban development.

Regional Portfolio Distribution



2024

- 53% Central Region
- 37% Eastern Region
- 10% Western Region

Project status

- Ongoing
- Upcoming

Central Region Projects

11

644 units
12%

5,223
total units

1,021 units
28%

3,640
total units

2,619 units
72%

Eastern Region Projects

8

4,579 units
88%

Western Region Projects

3

962
total units

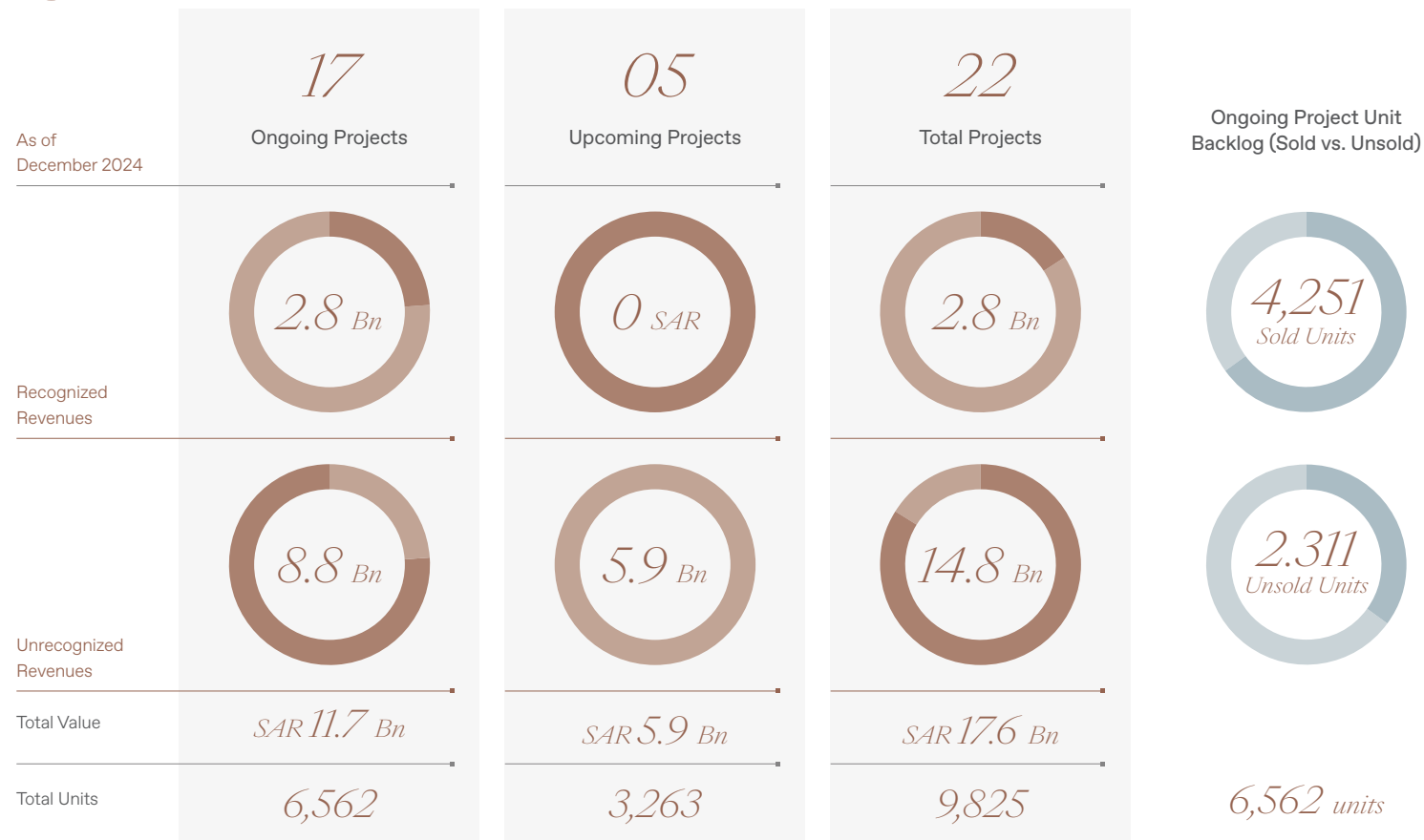
962 units
100%



Portfolio | Ongoing and Upcoming Projects

Retal boasts a total portfolio of 22 ongoing and upcoming projects spread across different cities around the Kingdom, with a total value of SAR 17.6 bn and only 16% of backlog revenues recognized to date.

Recognized Revenues Ongoing and Upcoming Projects



Revenue Streams

Retal's revenue model is built on achieving sustainable growth and strong returns through income diversification.

This diverse revenue model ensures robust financial performance, adaptability to market trends, resilience, and consistent delivery of high-quality projects, fostering long-term growth and profitability.





Revenue Streams

	<i>Self-owned Projects</i>	<i>Partnership with NHC</i>	<i>Partnership with ROSHN</i>	<i>Offtake Agreements</i>	<i>JVs and Real Estate Funds</i>
Main Sources of Income	We generate income from the Sale of off-plan villas situated on Our proprietary lands.	Our role as sub-developer in collaboration with National Housing Company "NHC".	We act as sub-developers for a number of projects under PIF-owned giga-project, ROSHN.	We engage in offtake agreements which guarantee the development fees for the full project.	We have assumed the role of developer for five recently Established real estate funds.
Participation Rate from Our Total Real Estate	7%	27%	28%	4%	34%
Total Value of Projects/Funds	2.2 Bn	8.8 Bn	8.9 Bn	1.2 Bn	+11.1 Bn
Key Brands	   	 	 		 
Key Partners					  



Revenue Streams (continued)

Self-owned Projects

Our self-owned projects focus on maximising potential and redefining exclusivity through the sale of off-plan villas on proprietary lands.

These projects primarily cater to the mid-luxury segment, showcasing our distinctive style, commitment to quality, and unparalleled craftsmanship. By responding swiftly to market trends and leveraging successful launches of high-quality real estate projects, we enhance our brand recognition and deliver unique, premium living experiences.

Key Brands



Number of Projects

16

Completed Projects

11

Ongoing Projects

5

Total Value of Projects (SAR)

2.2 Bn

Total Project Units

1,344

Total BUA of Projects (SQM)

581 k+

Units Delivered until 2024

801

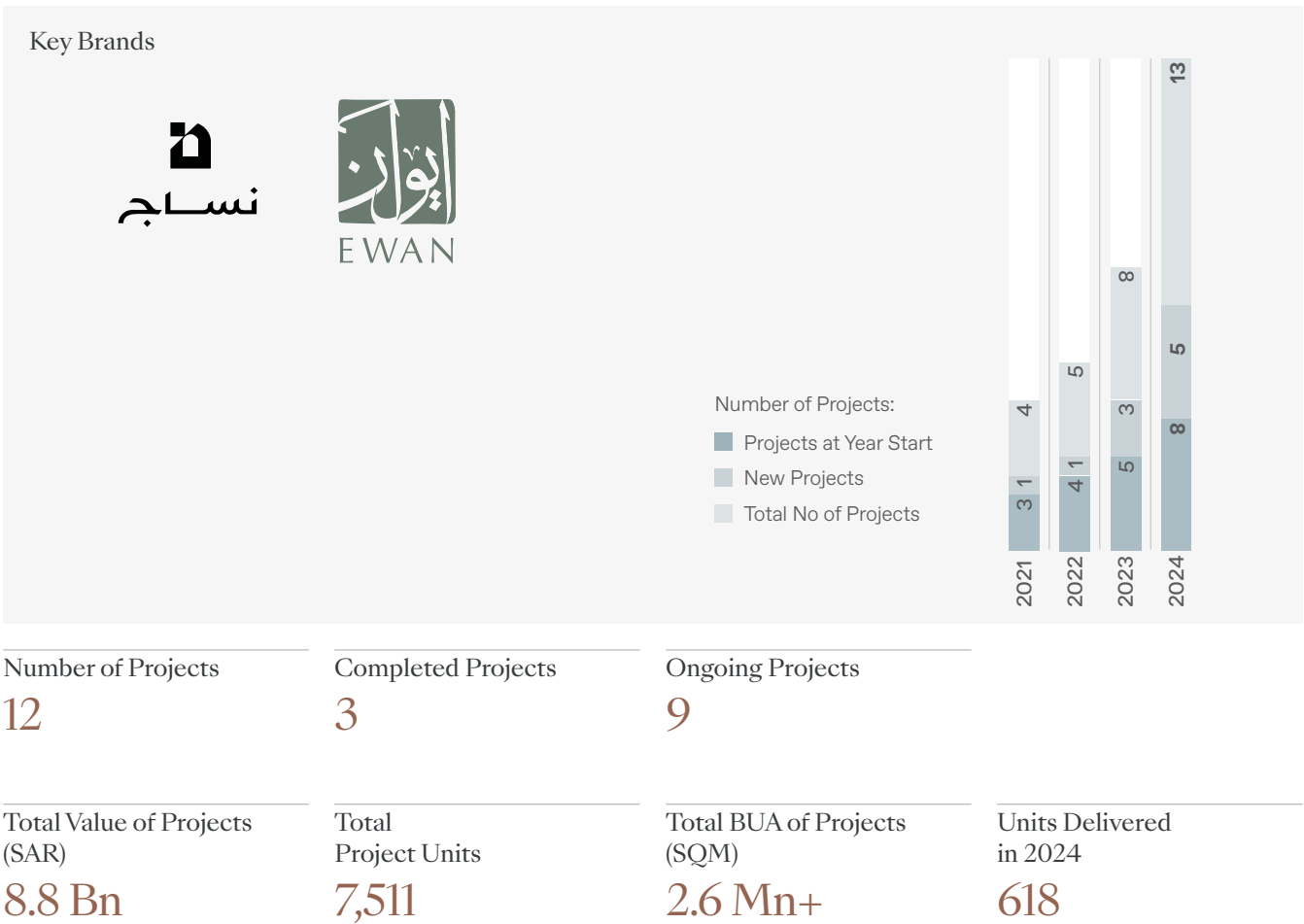


Revenue Streams (continued)

Partnership with NHC

Our partnership with the National Housing Company (NHC) aims to provide accessible and refined residences under the Nesaj brand.

This collaboration supports Saudi nationals in their journey to homeownership, aligning with government initiatives. Recognised for our successful track record, Nesaj projects are in high demand and typically fully reserved within days of launch. This partnership has significantly contributed to our portfolio, with numerous projects across various provinces.





Revenue Streams (continued)

Partnership with ROSHN

Our collaboration with ROSHN, a PIF-owned real estate company, focuses on developing residential communities that enhance access to quality housing.

This partnership has resulted in multiple projects in Riyadh, including the mega project SEDRA. By combining our expertise, we accelerate project timelines and contribute to ROSHN's vision for the future of Saudi Arabia's real estate sector, with plans to roll out 400,000 units by 2030.

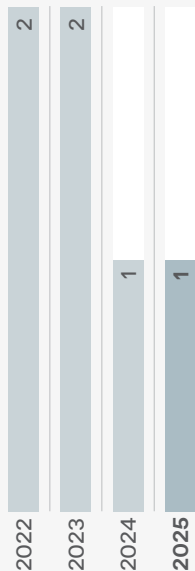
Key Brands



رويا
ROYA

Number of Projects:

- Projects at Year Start
- New Projects
- Total No of Projects



Number of Projects

7

Completed Projects

1

Ongoing Projects

4

Total Value of Projects (SAR)

8.96 Bn

Total Project Units

4,058

Total BUA of Projects (SQM)

519 k+



Revenue Streams (continued)

Offtake Agreements with Jabeen

Our strategic offtake agreement with Jabeen, the investment arm of the Royal Commission for Jubail and Yanbu, involves the development of Ewan Al Jubail in Jubail Industrial City.

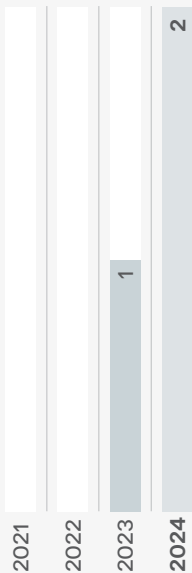
This project includes 897 residential units and provides a stable revenue stream through structured agreements, minimising market uncertainties and financial risks. The agreement ensures predictable cash flow and enhances project financing eligibility, supporting our developmental goals.

Key Brands



Number of Projects:

- Projects at Year Start
- New Projects
- Total No of Projects



Number of Projects

3

Ongoing Projects

1

Upcoming Projects

2

Total Value of Projects (SAR)

1,17Bn

Total Project Units

897

Total BUA of Projects (SQM)

386 k+



Revenue Streams (continued)

JVs and Real Estate Funds

We engage in joint ventures (JVs) and real estate funds to diversify risk and ensure sustained growth.

By participating in various funds with equity stakes, we develop a range of residential, hospitality, and mixed-use projects across the Kingdom. These initiatives strengthen our financial resilience and adaptability, fostering long-term relationships with partners and attracting investments. Our innovative capital structures and portfolio diversification enhance our position in the dynamic real estate market.



Number of Projects

11

Ongoing Projects

11

Total Value of Projects (SAR)


+11.1 Bn

Total Project Units

2,262

Total BUA of Projects (SQM)

691 k+



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